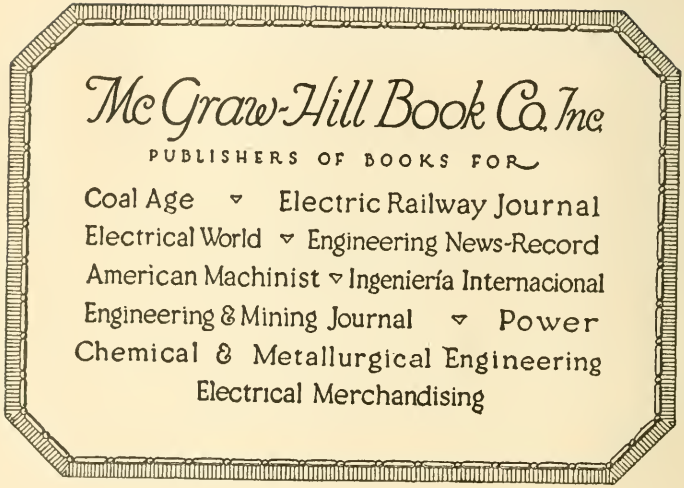
WINNING THE PUBLIC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S. M. KENNEDY.

WINNING THE PUBLIC

BY

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Southern California Edison Company

SECOND EDITION

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PREFACE TO SECOND EDITION

When the written word has been sent forth on its career it brings the writer in touch with many minds and broadens his sphere of acquaintances to an extent which is perhaps the greatest reward for his labor. Since writing "Winning the Public," many men who have been giving the question of public relations close study have honored me by an interchange of thought. Of their work and the sincerity with which they are doing it I have been much impressed. From what they have said to me and from what I have gathered from reviews of my book, it appears that the treatment of this important subject would be amplified and the usefulness of the book increased by the addition of two chapters. These added chapters deal more directly with the topic of maintaining frank and courteous intercourse with the people. The chapter referring to the Department of Greater-Service has particular application to the improvement of certain conditions existing in many places at the present time.

"Winning the Public" contains no theories which have not been successfully put into practice and makes no suggestions that have not been tried out. These are the principal reasons why the second edition is offered to those who have constantly before them the important problem of improving Public Relations.

S. M. Kennedy.

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INTRODUCTION

Though the great world war has been fought and won, we face today a situation in human affairs never before experienced. Relieved of the high incentive thrust upon the consciousness of every citizen to do his best during the thrilling periods of war, in these days of reconstruction a sore and sick world needs something of hope, inspiration and real substance to bring to pass the full fruition of the years of sacrifice and struggle that have now closed.

In no other line of activity is this opportunity for service more clearly needed than in that of public utility effort. The telephone, the telegraph and the supply of heat, light and power have become indispensable in modern human organizations and activities. The number of people engaged in these activities now runs up into the millions in our national life. As a consequence, the value of a book such as the one herewith offered to the public can hardly be estimated in dollars and cents. The major portion of the chapters presented have appeared serially in the columns of the Journal of Electricity or the Electrical World during the year 1920. These articles have created such a deep impression, not only throughout the electrical industry west of the Rocky Mountains but throughout the nation, that we should feel that we had failed in our duty unless at this time we express the appreciation of men of the industry in all parts of the country.

The author, Mr. S. M. Kennedy, vice-president of the Southern California Edison Company, one of the largest and most wonderfully operated public utilities of the nation today, possesses, to a degree perhaps equaled by no other living individual, the ability to sense the need for service, to visualize this need, and then to put it into words so that the executive, the employe and the man in the street may gather a clearer and more inspiring vision of the great need for service in this present generation.

The chapter entitled "The Man in the Street" and also the chapter entitled "Service" have in months past been presented before public gatherings and have brought out profound expressions of commendation and appreciation from those who have

heard or read these utterances. That the paper entitled "Service," read at the forty-third convention of the National Electric Light Association at Pasadena, should have received the rousing response from the convention that it was accorded and that Commissioner Edgerton, president of the Railroad Commission of the State of California, in his address that immediately followed Mr. Kennedy's paper alluded to it as the basis upon which utility service should be built, came as no surprise to those who have followed Mr. Kennedy's writings. From indications received from many regulating commissions, from public utilities, and from men of the industry throughout the nation, we believe that this work of Mr. Kennedy's will become a classic authority on public relations.

Those who have had the privilege of visiting the various offices of the Southern California Edison Company and there noted the frankness of expression, the courteous treatment of the public and the order and simplicity that prevail on all sides, alone are able to fully see the possibilities of usefulness to our industry that may accrue from such a book as this—devoted to practical idealism in public service.

ROBERT SIBLEY,
Editor, Journal of Electricity.

August, 1920.

WINNING THE PUBLIC

CHAPTER I

TRANSFORMING PUBLIC OPINION

Perhaps there is at the present time no subject more constantly in the minds of Public Utility executives and managers of commercial enterprises than that of Public Relations. Certainly no subject is more discussed when representatives of such organizations gather together in committees or assemble at conventions. Those who have followed the course of events for some years past can recall that for a long time there was seemingly a careless disregard on the part of many Utility Managers as to the opinion of the public concerning their business and operations. This condition was followed later by one of awakening interest as to what the man in the street might be thinking concerning corporations supplying needed service of various kinds in his particular locality. Today all has changed, and a keen anxiety regarding public opinion is observed in many directions, where it has not been noticeable heretofore. Solomon has said, "Where there is no vision the people perish" and it would seem as if many utility managers have seen visions or dreamed dreams of what might happen unless there were evidenced a decided change in attitude in certain directions.

There are many angles to the subject of proper Public Relations and many theories as to how to obtain the public good will. The various chapters in this book deal with some of the different phases in connection with the contact between a Utility Company, its consumers and the public in general. The ideas advanced and the suggestions made are not of the theoretical variety but have been formulated as the results of successful operation along the lines indicated.

Notwithstanding all that has been said and written during the past few years on the subject of the relations between public utility companies and their consumers, there undoubtedly lurks in the minds of a considerable portion of the public an opinion of corporations which is not flattering. To many an otherwise

clear headed man, the ways of big corporations are a dark and impenetrable mystery. He is inclined to look with suspicion on all they do. The millions tossed about so freely in annual reports frequently seem to him ill-gotten gains that he would like to see distributed among the so-called common people.

There are two difficulties yet remaining before the pathway pointing to better public opinion can be cleared of the obstructions that block or impede progress. The first is that the majority of those comprising the public is liable to consider Utility Companies collectively rather than individually. Consequently those corporations that do not progress in this respect, not only stand in their own light but they help keep the light of truth from spreading. They also blind the public vision to the good intentions of other companies whose methods may be more conciliatory and progressive. The second difficulty lies in the direction of such Utility Companies as announce they are going to do thus and so, with the idea of conveying to the minds of their patrons that radical changes are to be inaugurated and strenuous efforts made to please, and who do not live up to their promises. Then there are other companies with really good intentions, whose officers think they have adopted progressive methods but whose employes are either ignoring instructions or have not been told what to do. Their patrons and the public in general are not getting what was promised and the people cannot be blamed, if in their disappointment, they say things uncomplimentary to the corporations who have not kept faith with them.

It is generally conceded that the day has long since passed when the Management of any Industrial or Utility Organization can ignore Public Opinion. Again it is asserted that there are corporations, whose managing officers may have the right ideas regarding intercourse with the public—who do not make it their business to see that these ideas are promulgated among their assistants and the employes down the line. They do not "follow through," and consequently excellent thoughts and good intentions are dissipated and lost, because they fail to reach the points of contact where they would produce desired results. There never was a time when the people at large have given Public Utility Companies such close attention. These corporations occupy greater prominence than ever before—not only because of the increasing demands for the service supplied—but also because many utility companies are looking to their con-

sumers for co-partners in the industry in which they are the ultimate patrons. It is an axiom that money flows only to where there is confidence—and confidence is acquired by many only after the closest scrutiny. The unreasoning and unreasonable consumer is fast disappearing in territories where the standard of public relations has been raised, and in his place there has arisen the thinking individual who is willing to meet the progressive company's outstretched hand more than half way, and whose friendship and good will become tangible assets.

After all, it will usually be found that down the line, most utility companies have the kind of employes who can carry out instructions given and follow examples set. It is for the management to decide what shall be the instructions and whose example shall be followed. From the same materials one man builds palaces and another hovels; one warehouses and another villas; bricks and mortar are mortar and bricks until the architect makes them something else. It means the careful instruction and continued education of employes. It means that the human machinery must be toned up so that in power, speed, efficiency and endurance it will be equal to every occasion and meet every emergency. Employes are as much a part of the organization as the president. The elevator operator meets more people than the general manager—Does he do it in the right way? The troubleman has more personal contact with the public than the chief engineer—Does he make a good impression? The collector greets more consumers than the treasurer—Does he perform the difficult task of taking people's money and leaving them pleased? The knack of saying and doing the right thing at the right time is a wonderful asset in public relations and its absence has been the cause of many a company's loss and many a man's failure. Strangely enough, it not infrequently happens that some men who have failed have given considerable thought to the subject of meeting and dealing with the people in a pleasing way. They missed the mark because they did not get the real philosophy of it. They have tried to please the people—but have overlooked the individual. Successful business is business plus personality. The more a business is crowded with personality, the faster it will grow and prosper.

The management of a company may announce a policy regarding its attitude on public relations—and it is assumed that this policy will be made known to all employes, and by various means eventually to all consumers and the public in general. But one

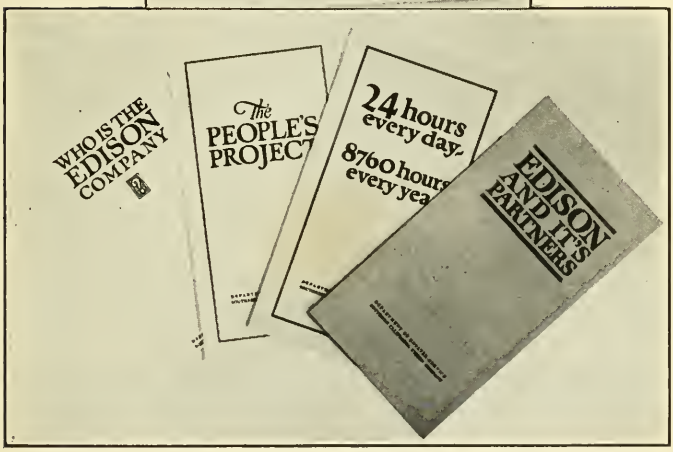
announcement to either employes or the public will not accomplish the desired result. Those who have given the matter of publicity and spreading information a study, such as publishers, writers and big advertisers, know that the people do not learn the facts on any subject, or catch the ideas it may be desired to convey by one announcement. They know it requires constant iteration and re-iteration—and continuous hammering to drive home to the people the story it may be desired to implant.

A Western Company that has given Public Relations a close study for many years, has made another step forward by inaugurating a Department of Greater-Service. The officers of most public utility companies assume that the service supplied is satisfactory if no complaints are made. This may appear, under ordinary conditions, a fair assumption. But the company referred to is not satisfied with what may be termed a negative answer as to conditions of service—it wants from its consumers a positive statement. The new department consists of a staff of approximately twenty-five men, carefully selected for the special work to which they are assigned. These men have been patiently schooled as to the company's history, organization, departments, operations, developments, aims, ideas and practices, and have been distributed over the company's system—one man to each geographical district. Each man reports through the local district manager to the head of the Department of Greater-Service in the General Offices. The work of the men in the Department of Greater-Service in each district will be fourfold:

To inquire from each consumer whether or not the service supplied by the Company is satisfactory in every respect. This refers not only to the physical service, but also to the consumer's relations with meter readers, collectors, troublemen, clerks, telephone operators and such other employes of the Company with whom he may come in contact.

To give consumers, where the information is needed or desired, details regarding rate schedules and methods of charging for service; the welfare work assumed by the Company in behalf of its employes; the present and prospective development work which is being carried on for the benefit of the communities served; the idea being to create an interest in the Company's affairs and to convey the thought that the work the Company is doing is for the benefit of the territory supplied and that the more rapidly the Company's business grows and develops, the more rapidly will the State progress in its onward march.

Personal cards left by representatives of department of greater service



Folders used by representatives of department of greater service.

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To obtain the mental attitude of each consumer interviewed, the idea being to find out if the consumer is (*a*) in accord with the Company's operations and prospective development work; (*b*) if the consumer is indifferent to what the Company is doing; or (*c*) if he is in any way antagonistic to the Company.

Assuming that the service conditions are satisfactory, the representative of the Department of Greater-Service will explain to the consumer the Company's plan for customer-ownership and its desire that all consumers, if it were possible, should become personally interested in the Company's operations, even if only to a minimum amount.

When calling upon a consumer, the representative of the Department of Greater-Service presents and leaves a card which is somewhat unusual. The card is a folded one, the outside containing the company's name and the name of the special representative making the call. On the inside of the card there is printed an unusual message which is reproduced here on opposite page.

The company which has put into effect this new idea of sending trained men into the field to "look for trouble" is more than satisfied with the results being obtained. Where any troubles are reported, they are immediately remedied. Where information is asked it is freely given. The officers of the company are learning more about the business than they knew before. Employes are becoming more alert to see that the service is what the management desires—high grade in every respect. Finally, consumers are greatly pleased with the attention and courtesy displayed by the company and public good will is being developed and strengthened to a remarkable degree. The plan is fostering a community interest of the right sort, and when neighbors meet in their homes they talk it over. It is a greater service and those receiving it are eager to express their appreciation.

In military affairs a commanding officer plans to capture and hold a position. Public good will should be captured and held in the same manner. It is no hit or miss affair. The great lesson to be learned by company executives and managers is that this much desired Good Will cannot be obtained by treating with consumers as classes or communities—but rather by giving recognition to the individuality of each whose friendship is sought. For the public is made up of individuals and it is the man in the street and the woman in the home who mould Public Opinion.

CHAPTER II

THE POINT OF VIEW

There are very few people of whom it may be said "eyes have they but they see not." Almost everyone with eyes sees, but some see more than others, or perhaps it would be better to say that some are more impressionable than others. The impression made upon an individual about any person or thing usually has lasting results, and fixes his point of view. Not long ago a large consumer of a Pacific Coast company called on one of the officers of the company to talk over some important business. In the course of the conversation the consumer remarked, "Mr. Blank, I have come to you, because to me you are the power company." Of course that officer immediately took a mental inventory of his words and actions, to discover if he were making a noise like a hundred million dollar corporation. It is a fact that that same remark applies to every one connected with a utility company, and for that reason each employe should have due regard as to his appearance, and be concerned about the impression he makes, so that the public may always be imbued with the fact that his particular company stands for what is best in, and for, each community in which it operates.

How the Public Judges

Now, an electric utility company may be large or small—may operate over an extended area or in a limited field, yet in each case the importance of appearances is relatively the same. Sometimes in the West, it happens that companies grow with leaps and bounds, and even their employes cannot keep up with their rapid expansion. However, the individual customers of a utility company are not familiar with the immensity of a corporation's interests. As a rule, they are familiar only with that part of the company's property which is in their immediate vicinity. Here again one faces practically the same condition relative to the company's properties as has already been referred to relative to the company's employes; that is, the buildings and property in any territory represent to the people in that territory the utility

company to which they belong. These people may hear of the great water power plants which the company may have in other counties; they may hear of long distance transmission lines built of steel towers and possessed by the company elsewhere; they may hear of million dollar steam plants or handsome buildings in adjacent cities, but, as a rule, they are not familiar with the details. All they know of their own knowledge about the company is what they see in their own neighborhood. Consequently the buildings, offices and property of the utility company in their immediate vicinity stand for the whole company.

The sage Polonius, in his advice to his son, among other things said:

"Costly thy habit as thy purse can buy,
But not expressed in fancy,
Rich, not gaudy, for the apparel
Oft proclaims the man."

It is not within the scope of this article to go into exact details regarding an employe's personal apparel. A definite statement cannot be made as to whether an employe should wear black or tan shoes, what color in necktie is best suited for certain ages and occasions, and when and where riotous socks may be permissible. But it is well to note the last words of the foregoing quotation—"For the apparel oft proclaims the man." From the point of view of the customer, an employe's appearance is important to the company. If the employe be unkempt looking, if he needs a shave, if his collar is soiled, his clothes spotted, and his shoes unbrushed, he certainly cannot make a good impression upon the customer—and yet to the customer, that employe represents the company. A corporation is only an aggregation of men, and the faults and failings of the individual apply to and are charged against the company. It is therefore apparent that company managers should see to it that such employes as come in contact with the public are clean and tidy in their apparel, and present a creditable appearance.

Impressing the Customer

Now, let us turn to the company's properties, and study the effect of their appearance upon the public in general and upon the company's interests in particular. Let us measure the advantages if these properties are well maintained, and estimate the disadvantages if the properties are neglected. Let us look at an

electric property, where the transmission and distribution lines have been carefully planned and admirably maintained. They do not need any lengthy explanation as to why they are this way or that way. Such lines speak for themselves, and what they say is highly creditable to the company and the company's engineers. If we step into the stations and sub-stations of the ideal company, as a rule we see equipments that can be recognized as standard in their make, and modern in their methods of installation. In looking at the surroundings within the stations, we find that everything is neat, and tidy and ship-shape. It is a good plan for a company manager to ask himself and his assistants, "Are our lines maintained as they should be? Are the external and internal appearances of our stations and substations as clean and presentable as they might be? Are the offices, warehouses, storerooms and garages kept in a manner which will impress the visitor with the thorough up-to-dateness of the company, and give him a full appreciation of the value of its property, and the importance of its position in the community?" If the manager will regularly go over and inspect the properties under his care, he will learn in what respects his management may be weak, and in what directions the properties may be making decidedly bad impressions by their outward appearances, visible to the public eye. If he scrutinizes closely in some directions he may even note the signs of coming degeneration. Perhaps the causes pointing to the seeming degenerate condition may indicate that his assistants have gotten into a rut, and they do not see what is going on around them. Ruts such as these are very dangerous, and should be as carefully shunned as one would avoid a wasting disease.

How Not to Do It

Concerning the internal and external appearances of a company's offices and buildings—the subject should be looked at from two standpoints: (1) cleanliness, and (2) tidiness. It is well to understand thoroughly the difference between these two words. A building may be absolutely clean from top to bottom, and yet be uninviting because of its untidiness. How often it happens that the office of a utility company is really unattractive and yet those who work in the office either do not see it, or do not care about its condition! Windows fly-marked, floors dirty, counters and shelving dusty, and ceilings ornamented with cob-

webs. In addition to this, the appearances of the appliances on exhibition are often of such a character that prospective customers would need to be hard pressed before they could be induced to purchase. The counters inside the office are often littered with torn papers, ragged books, burned-out lamps, disabled appliances, broken pencils, superannuated pens, empty ink wells, and other materials and rubbish scattered in disheartening confusion. If the office is sometimes in a bad way, the store room is frequently worse, and in some instances almost borders on chaos. At some locations supplies are not kept in anything like proper order. They appear to be unpacked and thrown about in a manner regardless of any idea of regularity, and no attempt made toward accessibility and condensation of space. It would seem to be an impossibility, where stores are kept under such conditions, for anyone to have a proper knowledge of what is in stock. It must also mean an endless waste of time, in walking around piles of goods, and taking needless steps in going from one part of a room to another. It is fair to state that conditions such as these are not general—at the same time it will be noted they still exist in too many places.

The Psychology of Environment

Now, let us look at the effects of dirtiness and untidiness. In the first place, what effect has it upon the company's employes, if such conditions are allowed to continue? A constant condition of dirt on the floor will eventually produce clouded thoughts; dust on the furniture and fixtures will surely result in a blurred vision; and cobwebs on the ceiling will lead to cobwebs in the brain. A manager may well ask himself candidly, "How can a man work his mind and body to the best advantage under such conditions?"

The reverse, in the way of cleanliness and tidiness, means brightness, acceleration in work, and a cheerfulness which will permeate not only among those in the office, but will spread outside far beyond the confines of the building. It will also mean that results will be accomplished much more quickly, as there will be less time wasted in finding things which should not be lost, and in transferring misplaced articles from where they should not be to where they belong.

The Hospitable Office

Next, what is the effect upon the company's customers? If a customer enters an office which is not clean and tidy, is he going to remain there any longer than is abolutely necessary to transact his business? Will he stay to tell anyone how much pleased he is with his electric service, and will be browse around to leave himself open for suggestions as to what additional electrical appliances he could advantageously use in his store or residence? When he goes home, will be carry with him a good impression to tell his wife and family? The answer is, "No!" The appearance of such an office will work against the company's interests. On the other hand, if a customer goes into an office that is bright, clean and inviting, he will be in a better mood to remain and make inquiries. He will take his time to look around, and listen to what may be said concerning the utility of certain current consuming devices. Maybe, if the show-room looks attractive, he will stop to inquire about some of the exhibits which are new to him, and such inquiries, as a rule, eventually lead to sales. When he goes home, he will tell his wife and possibly his neighbors about the things which aroused his interest, and suggest that they, too, drop into the office and look them over.

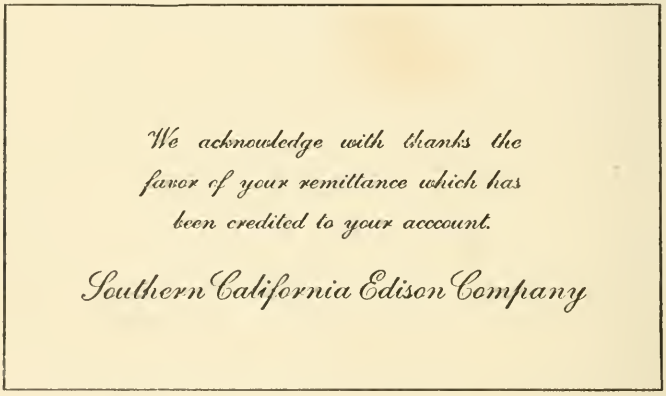
There is one other phase of this question of appearances, as far as a utility company is concerned, which is not always appreciated by its employes. A large amount of the money put into the development of the company's business comes from outside sources. Bankers and others at home or abroad, who are investing in the company's securities, are always interested in the management and operation of the business, and sometimes they have ways and means of finding out matters in connection with what is being done, or left undone, which are supplementary to the reports and statements issued through the executive offices of the company. A manager never knows when a representative of some of these moneyed people, who purchase and sell his company's securities, may be looking over the property—may be examining transmission and distribution systems; may be peeping into electric stations, or dropping into an office to make inquiries about rates and local conditions—and all the time he may have the appearance of some unsuspecting visitor considering the question of locating in the city. Perhaps the manager would be surprised if he saw some of the reports that these unsuspicious looking strangers send back to the holders

of the company's securities. It requires no stretch of imagination for a public utility manager to understand that his business is constantly under the closest scrutiny. He and his assistants are the custodians of the property and they have no more essential work than that of conserving the company's interests by maintaining everything in good condition and giving due regard to appearances. Such care will make the desired impression upon the employe, the consumer and the investor, and give to each of them a proper idea of the company's standing and importance from their particular Point of View.

CHAPTER III

THE VALUE OF COURTESY

Most men are of the opinion that the average Chinaman, as he is known in America, may be considered unobserving, unimpressionable and more or less of a stoic. To such men the following incident may be surprising. Not long ago, a Chinese vegetable dealer entered one of the offices of an electric company in California to pay a bill. After finishing his business, he went out to his wagon which was standing in front of the office, and filling a basket with choice fruit, brought it in and presented it to



An acknowledgment of receipt which goes a little beyond the mere perfunctory stamping of "Paid" on a bill is a courtesy much appreciated by the customer.

the young lady at the counter who had waited on him. The local manager, noting the incident, stepped up to the Chinaman and told him he considered that he had done a very nice thing and expressed his appreciation by personally thanking him. The Chinaman looked at the manager for a moment and then said, "She smiled and thanked me when I paid my bill." Without another word he went out of the office, climbed into his wagon, and drove away. If such a little attention is noticed by an uneducated Mongolian, it is fair to assume that the average American will appreciate any similar consideration which tends to demonstrate that his existence is recognized.

Intangible Assets

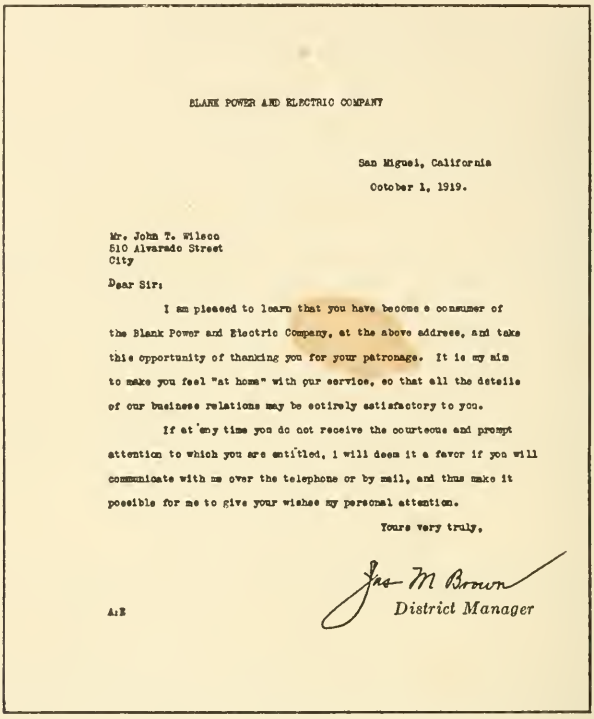
There are today approximately six thousand central station and municipal electric plants in the United States, representing a total investment of over two and one-half billion dollars. Each one of these plants possesses certain intangible assets, which now and then are inventoried for sentimental or business reasons. Among the intangible assets which it is difficult for the uninitiated to appraise is a reputation for courtesy. Yet, if a central station holds such a reputation, it necessarily possesses a valuable, though maybe an intangible asset, for, beyond peradventure, it is the best possible adjunct the central station has as a revenue producer.

The electric distributing business, as conducted by the modern central station, is a vast machine. The essence of operation in connection with the machine is good management, and good management simply means running the business with all parts in harmony. In order to obtain harmony, there must be lubrication, and as oil lubricates the engine and keeps down friction, so does courtesy in business intercourse smooth out the rough places, disarm unreasonable criticism and invite good will.

Under a Microscope

It is probable there never was a time when public utility companies were as closely scrutinized as they are today. Undoubtedly there are reasons for present conditions in this regard. In the first place, the public has gradually learned that the commodities handled by such corporations, which once were considered luxuries for the few, have now become necessities for the many. In the second place, through newspapers, magazines and other literature, the every day man has learned something more or less correct about the manufacture and distribution of electricity, and he considers himself qualified, as a student and a consumer, to have something to say on the subject whenever the opportunity occurs. In the third place, it must always be remembered that in the sale of an intangible commodity there is more or less mystery, and this feature is often the cause of criticism and controversy. Further, during recent years, almost every state has appointed a public utility commission, and through the commission's labors the troubles of consumers and the difficulties of the companies are alike laid bare to the public

eye. No matter what may be said, truthfully or otherwise, about the methods of public utilities in the past, it may be safely asserted today that most utilities are anxious to put their houses in order, so that they may be able to withstand the closest scrutiny of friend or foe.



BLANK POWER AND ELECTRIC COMPANY

San Miguel, California
October 1, 1919.

Mr. John T. Wilson
510 Alvarado Street
City

Dear Sir:

I am pleased to learn that you have become a consumer of the Blank Power and Electric Company, at the above address, and take this opportunity of thanking you for your patronage. It is my aim to make you feel "at home" with our service, so that all the details of our business relations may be entirely satisfactory to you.

If at any time you do not receive the courteous and prompt attention to which you are entitled, I will deem it a favor if you will communicate with me over the telephone or by mail, and thus make it possible for me to give your wishes my personal attention.

Yours very truly,

Jas M Brown
District Manager

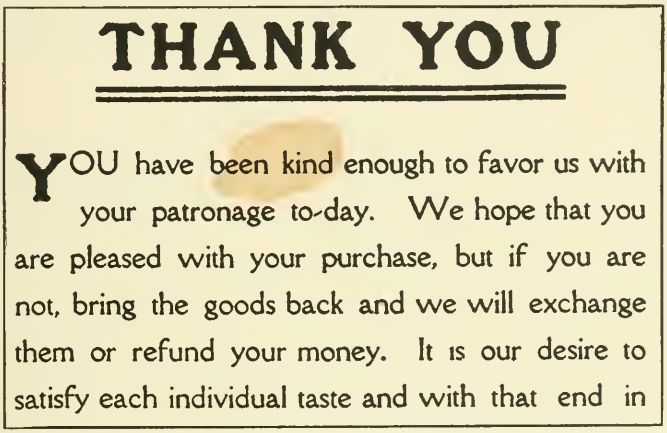
A:E

Why not let the new customer know that you are personally aware of his existence and stand ready to serve him at all times?

The Cornerstone of Success

The two greatest factors in the success of any central station business undoubtedly are courtesy and enthusiasm. These attributes must not be possessed solely by the president or manager, but must prevail throughout all departments, and in all ranks. It is true that a utility company's business may be the only one of its kind in the community, and that the public must go to it if service be desired. It is well to remember that that condition does not make the public less critical. If consumers are treated with consideration, it is particularly pleasing

to them, but if with discourtesy, it rankles through and through, because of the fact that they have no alternative, but must continue to do business with the same company. It is well to remember that many men have short memories for favors and all men have long memories for injuries, whether real or fancied. Many of those interested have reason to regret that there does not always exist a proper sympathy between a utility company and its consumers. The consumers are sometimes liable to think they are being overcharged and otherwise imposed upon, and the employes of a company are too ready to think consumers and



THANK YOU

YOU have been kind enough to favor us with your patronage to-day. We hope that you are pleased with your purchase, but if you are not, bring the goods back and we will exchange them or refund your money. It is our desire to satisfy each individual taste and with that end in

This form, printed on small bags or wrapping paper used for enclosing purchases of lamps or appliances, is a friendly reminder to the purchaser of the company's attitude towards its customers.

the public "kick" too easily and too frequently. But it might be well if the employe would sometimes put himself in the customer's place, and realize that it is not an unreasonable thing for a man to ask questions and seek explanation about what he does not comprehend, particularly when he is paying out his money. No utility company can afford to be independent of the public. It is the public whom it must please, and look to for its continued existence—the same public that does not forget to remember some things which please and some things which displease. No matter how big or powerful a corporation may be, it is vulnerable—its very greatness sometimes making it a bigger and better target; and as far as independence is concerned, the man who runs a peanut stand on a pushcart, and has only a five-dollar capital invested in his business, is a thousand times more

independent than the corporation with its millions. If business leaves his corner, the peanut man can push his cart along to another location, but the public utility company puts its money in the ground, and cannot take it out, no matter what conditions may arise.

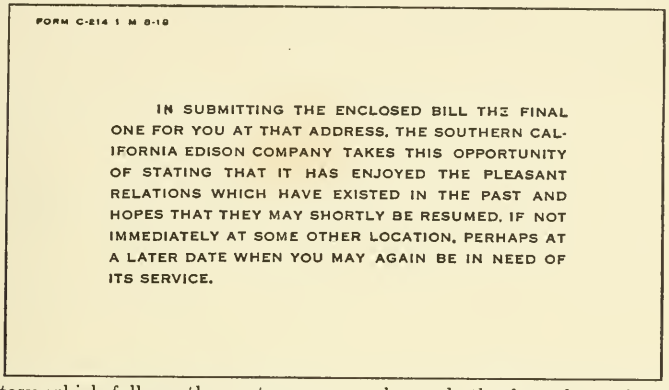
It seems reasonable to study the subject of courtesy from two standpoints. The first is the kind which may well be considered desirable between the employes of a central station and the public, and which might be termed **conventional courtesy.** The second is the kind of courtesy that reaches out, beyond the actual point of personal contact, and follows people to their homes. This, perhaps, may best be described as **aggressive courtesy.**

The Daily Round

Now, it so happens there are few businesses which give so many opportunities for the display of conventional courtesy as that connected with the service of a central station company. The public is made up of human beings, and they all appreciate and enjoy considerate treatment. There is absolutely no excuse for inconsiderate employes handing out to the company's patrons hauteur, indifference, brusqueness or any form of discourtesy. Every man connected with a central station can do something each day to help along his company's business. By careless inattention he may likewise do something that will daily produce great injury to its interests. The public does not measure or judge a company by the acts of its president, officers or directors. They may be excellent men of high standing in the community, but they are usually known to only a few of the company's customers. The men who act as clerks, salesmen, collectors, meter-readers and troublemen, are the men who see the customers in the office or meet them in their homes, who actually represent the company in its intercourse with the public, and it is through the words and actions of these men that the public commends or condemns their company. A central station business is not confined to any one class of people—all classes must be dealt with. It goes without saying that in the matter of treatment there should be no distinctions or discriminations between the big and the little, the high and the low, and the rich and the poor. All are equally entitled to courteous attention, and all should receive it.

Handling Complaints

The importance of the complaint department of a utility company cannot be too highly estimated. Upon the manner in which this end of the business is handled, largely depends the friendship of the company's customers, and the growth and prosperity of the company itself. The proper treatment of complaints from existing consumers is more important than the method of managing the new business department. Satisfied consumers almost invariably become active agents for the advancement of the company's business. On the other hand, it is


FORM C-214 1 M 8-18

IN SUBMITTING THE ENCLOSED BILL THE FINAL ONE FOR YOU AT THAT ADDRESS, THE SOUTHERN CALIFORNIA EDISON COMPANY TAKES THIS OPPORTUNITY OF STATING THAT IT HAS ENJOYED THE PLEASANT RELATIONS WHICH HAVE EXISTED IN THE PAST AND HOPES THAT THEY MAY SHORTLY BE RESUMED, IF NOT IMMEDIATELY AT SOME OTHER LOCATION, PERHAPS AT A LATER DATE WHEN YOU MAY AGAIN BE IN NEED OF ITS SERVICE.

Courtesy which follows the customer even beyond the formal termination of business relationships will bring returns in good-will which are invaluable to the company.

not difficult to estimate how much the growth of a business may be retarded by dissatisfied customers who are invariably sore through lack of proper attention and a little timely courtesy. The more people a company can persuade to think favorably of its business—the faster it will grow. As a man thinks, so he will talk, and a company with pleased consumers will have many working overtime for it, whose names do not appear on the payroll.

One of the best plans a central station manager can adopt as a means of educating employes along proper lines, is to regularly hold demonstration classes, the object being to show what should be said and done under certain conditions which may be more or less difficult to handle. Once each month would not be too often to get certain employes together. Some could represent complaining customers who come to tell their grievances, and other

employes should receive the imaginary complaints and dispose of them in a proper manner.

There should be plenty of criticism and discussion and if earnestly handled, much benefit will accrue from such meetings. Employes need to be shown the importance of patience and self-control. It cannot be denied that a few customers may be utterly unreasonable, and sometimes even insulting, when making their complaints, and occasionally an employe who may be receiving a complaint will have to use restraint to keep from getting into a fighting mood. However, although a man may hold an awful tempest within himself, it won't break loose if he keeps his tongue tied down—and under circumstances of this kind, a tied tongue is safer than a loose one.

If a customer has a complaint rankling in his breast, it is well to get it out. Each complaint is an opportunity to make a new friend, and friends made this way are the sort who will gladly prove themselves friendly when the occasion offers. Little or much may be done by an employe to satisfy a complainant, but the main thing is to make him feel that his complaint was listened to with attentive consideration, that an interest was taken in his trouble, and a determination was shown to make matters right. What may have been given the complainant in the way of an allowance, or what may have been promised to improve his service conditions are only of secondary importance to the complaining consumer. It is not too much to say that a complaint may, at times, even be welcomed, because of the opportunity it gives to strengthen the list of satisfied consumers. It is not going too far to state that no adverse criticism of a company should be permitted to go unchallenged. The man who adversely criticizes should be interviewed in a courteous manner, and with a real desire to please. The critic will not be any worse for the tactful interview, and the chances are he will feel better toward the company and its business.

Aggressive Courtesy

The form of courtesy which may be termed aggressive is often evidenced along educational and publicity lines. This policy is one which points the way for consumers to remove the causes for trouble by displaying proper care in the use of their service, and frequently invites consumers to bring in their complaints, sometimes even before the consumers themselves have realized

that they might have occasion to complain. Every possible means should be used to convince consumers that they are getting all they are paying for; that there is in reality no mystery about the electrical business and that electric current may be accurately measured and correctly billed. Courteous efforts along these lines help to establish confidence, and if confidence is maintained, it means more electric energy will be freely and willingly consumed. Individuals are fast learning the value of politeness. It is estimated that the people of the United States pay over eight million dollars annually to use the word "please" in their telegrams. That is—this large amount of money is paid for the word "please" when added to the stated ten words—or whatever the number may be. It is creditable to the people of America that the word "please" is so highly valued and the cost of inserting it in telegrams is paid without murmur.

Along the lines of aggressive courtesy, a Central Station company has many opportunities to impress its customers and the public with its sincere desire to supply good service. This good service does not alone mean that an ample supply of electric energy shall always be available, but that all the niceties in the intercourse between the company and its customers will be cheerfully observed. It would be well for the Central Station manager to see that these opportunities are not overlooked. When a new customer is taken on, it is an opportunity to send a courteous letter which will surely interest and please the recipient. While giving assurances of personal interest and good service, the letter might readily point the way for the consumer to find additional uses for the commodity supplied. When the consumer sends a check in payment of his account, there is an opportunity to send a nicely worded card of appreciation with the receipt. When a consumer makes a purchase of lamps or any small appliances, the bag or paper in which the purchases are carried away might well have printed upon it a word of thanks for patronage given, and a desire expressed for its continuance. And even when a customer may be moving away and discontinuing service, there might be sent with the closing bill a card expressing the company's appreciation of past pleasant relations and a hope that they may be renewed at some future time. "Thank you" is pleasant to hear, and not objectionable when seen. If these words are stamped upon a receipted bill or stuck up in a conspicuous place over a cashier's desk, they have some

value, particularly if the cashier happens to think he is too big or too busy to utter these magic words himself.

A Good Investment

To the man who is habitually courteous, there comes an inward satisfaction, which is a continuous fountain of pleasure. There is more truth than poetry in the words credited to Admiral Sir Joseph Porter, K. C. B. in the opera H. M. S. "Pinafore:"

> "For I hold upon the seas
> The expression, 'if you please'
> A particularly gentlemanly tone implants."

Be he on land or sea, the courteous man cannot fail to attract friends and disarm enemies.

Courtesy does not mean palaver, bowing and scraping—but common, ordinary every-day politeness—the kind that can give back a smile for a frown and always show a desire to please. This sort of courtesy is a fine art, and when consistently practiced, will spread sunshine in places that would otherwise be gloomy. Beyond any shadow of doubt, courtesy is of incomparable value in the operation and upbuilding of a Central Station business. It costs so little and means so much. It is the easy way to get along, represents no expenditure, yet never fails to yield handsome returns.

CHAPTER IV

THE MAN IN THE STREET

If there is any class of business which is at all times on trial before the great court of Public Opinion it is that of the Public Utility Corporation. The establishments of the merchant, the manufacturer and other industries are operated from eight to ten hours daily—on working days only—but the Central Station Company must be ready to supply instant service day and night, week-days and Sundays, feast days and fast days, high days and holidays. The jury is in constant session taking cognizance of the evidence which is being given, and be the testimony good or bad, honest or dishonest, worthy or unworthy, no item is overlooked when the time arrives to review, sum up and render a verdict. The Utility Company cannot select its jurors as they are selected by the opposing attorneys in a trial in court. Its jurors are selected by the destiny that groups men together in cities and communities. These jurors may not be challenged, but must be accepted with all the bias or prejudice they may bring to the trial. Consequently it may be the part of wisdom for the heads of Public Utility organizations to study the jurors——to analyze and diagnose any causes for suspicion, prejudice and opposition to the end that the evidence may be so influenced and directed by liberal policies and enlightened management that the verdict may be a source of every-day satisfaction. Certain conditions surrounding the operation of a Public Utility's business are fixed and cannot be altered, and such being the case, operation should be so adjusted that these conditions may be recognized, and, if possible, used to advantage. It is as much advisable for a corporation to be philosophical when dealing with the inevitable, as it is for the individual—both may well agree with James Whitcomb Riley:

> It hain't no use to grumble and complain;
> It's just as cheap and easy to rejoice;
> When God sorts out the weather and sends rain,
> W'y rain's my choice.

It is probably safe to say that three-fourths of the mistakes that the Central Station man makes in his intercourse with the public are made because he does not really know the things he thinks he knows. If the Central Station is constantly on trial had it not better keep its eye on the juror and if possible get his viewpoint? There was a time when it was thought the juror could be ignored—that he had to take what was given him and be quiet,—but now things are different. A Russian proverb says: "Time does not bow to you, you must bow to time." To-day it is perhaps better to bow alike to Time and the juror and take them both into consideration. The juror can only be fixed by some one obtaining his viewpoint—that is, by the Corporation man looking at the business fom the outside, as it is seen by the Man in the Street.

The Man in the Street is a many sided individual in some respects, but in the main he will be found reasonable, tractable and not unfriendly. In my efforts to illustrate the different angles of observation from which the Man in the Street looks inward at your business, I will endeavor to develop five sides of his character. It will be distinctly understood that I am not advising anyone how to change or conduct his business. Long ago I learned it is permissible to express an opinion—but advice should be sent by slow freight. The Man in the Street has some advantages not posessed by the man inside, and the man on the inside can well afford to listen if the man on the outside has anything to say. The five angles from which the Man in the Street will here be considered are (1) The Impressionist, (2) The Student, (3) The Human Being, (4) The Customer and (5) The Investor.

The Impressionist

It has been truly said that trifles make perfection, but perfection is no trifle. As an impressionist, the Man in the Street is either consciously or subconsciously influenced by what appear to be trifles. Daily as he proceeds on his way he observes the properties and employes of the Central Station. Do they impress him favorably or do they irritate him? What pleases him and why? When is he jarred and for what reason? As he looks along the principal streets in his town do the pole lines impress him as being clean-cut and regular? Are the poles located in the least objectionable places and are the services run with any regard to appearance? Sometimes he sees lines that appeal even to a

layman as being carefully planned and excellently constructed. Sometimes he observes that a street or highway is needlessly disfigured by irregular poles, ragged wires and sloppy construction. Don't imagine these conditions are not observed by the Man in the Street. They speak for themselves and later on, if they are not remedied or made less objectionable, the Man in the Street is liable to make a noise which will sound to the Central Station like having to spend a lot of money for removal of such lines or maybe the installation of underground construction in their place. How about the stations, sub-stations, warehouses and garages? Do they always present a creditable appearance? Could the grounds around them be kept more tidy and would some needed repairs or a coat of paint on some buildings make a better impression? The Man in the Street misses nothing. He knows whether you are properly maintaining your property or allowing it to degenerate. If objectionable conditions continue without improvement he may charitably conclude you are in a rut and he knows that the only difference between a rut and the grave is in its length and breadth.

The Man in the Street has business in your office occasionally. Is it an up-to-date office, with open, inviting appearance, or is it one of the old, forbidding type, with high railings, with little windows for the clerks to look through at customers and where customers must stand off and meekly take whatever may be handed them? A pleasant, cheerful office is an invitation to come again, and no one realizes it more than the Man in the Street. Are the clerks neatly dressed—the men with clean clothes and clean-shaven faces, and the women in such costumes and colors as befit their work? Is the Manager easily accessible or is he locked in behind a closed door from where he cannot see his assistants and where the company's customers cannot see him? High railings, dark partitions and closed doors impress the Man in the Street as belonging to ways that are dark and secrets that are deep. Open offices invite him to inspect and he is liable to say to himself that an invitation to inspect implies that there is nothing to conceal.

I have heard some men say, "What does it matter to the Man in the Street how we maintain our property? We get no more revenue from him if our lines are straight or crooked, our buildings and property tidy or dirty and our offices inviting or the reverse! He gets the service just the same." There is the great

mistake. You are part of the community in which he lives and takes a pride. Your methods either help the community or hurt it. If your methods please him, he will ultimately take more liberally of your service, and your income will be correspondingly greater. The Impressionist side of The Man in the Street is one that should be regarded as highly important and not to be slightingly ignored or carelessly overlooked.

The Student

The one thing that is most frequently overlooked in connection with the Central Station business is that the company is distributing an intangible commodity. The purchaser does not see what he is buying, as is the case with ordinary merchandise. He cannot tell when he pays his bill that he is paying only for what he has received. His senses, which are useful in buying some things, do not help him in his purchases of electricity. Under conditions like these, something must be relied upon to take the place of the senses and the only substitute is confidence. Now the average Man in the Street wants to know just where he is at when spending his money, and the Central Station Company should make it easy for him to learn all that is possible concerning the real facts surrounding the production and distribution of electricity. The Man in the Street will study conditions and reach his own conclusions about your business. If the truth is spread before him for thoughtful inspection, his conclusions are liable to be favorable. If, however, he becomes saturated with misinformation concerning the methods and aims of the Central Station, then his ideas will be perverted and his attitude prejudiced. The Man in the Street is reasonable and willing that a company giving a good service should receive a fair return on its investment. However, in a reasonable manner he must be shown what is the investment and what constitutes a fair return thereon.

Perhaps there is nothing more important for the Man in the Street to study than the subject of what is good service and how it may be obtained. If he is a lighting consumer he ought to be informed as to the difference between ordinary light and scientific illumination. He should be advised that he may often have better lighting at less cost, by using more modern methods. If he is a power consumer his installation should be inspected and where conditions indicate wasteful consumption, the way should be pointed toward more economical operation. He should be

instructed that when he has troubles with his service he should tell them to the Company and not to his neighbor. He should know what department of the Company to communicate with and what is the telephone number.

Does the Man in the Street know that all rates for service are subject to approval by the State Public Utility Commission? Does he know that these rates are ordered or approved only after exhaustive investigations made by the Commission's experts as to the company's actual investment, operating expenses, and depreciation charges and are calculated to yield only a small return on the capital invested? Does he know that the Central Station Company cannot raise a rate or increase a charge without an order from the Utility Commission after a public hearing has been held? Does he know that in fixing rates the Utility Commission does not consider the company's bonded indebtedness or outstanding capital stock as a basis for calculating what should be the company's net earnings? Does he know that the Central Station Company cannot issue any securities without the approval of the Utility Commission, and that the Company must show how every dollar derived from the sale of securities is to be spent? Does he know that the return the Company is allowed to earn on its investment is not sufficient to provide for extensions and betterments, and that for such purposes new money must come from the sale of the Company's securities to investors? Does the Man in the Street know that if he has a grievance against the Company he may make a complaint to the Utility Commission, and his trouble will be thoroughly investigated? These are matters for the Man in the Street to study. At times they mystify and bother him, but the more he learns regarding public regulation, the more he is liable to esteem the Utility Commission, respect the Company and be satisfied that his individual interests are fully protected. With a proper understanding of Public regulation the Man in the Street has a better grasp of the economic law of natural monopoly. As a student, he may well consider some chapters from the records of disaster that are written in the history of many cities and towns in America where rival utility companies have attempted to operate in the same field, where that field is properly served by one company at reasonable rates. His study will develop that unfair competitive conditions are ultimately disadvantageous to the consumer, who by increased rates must inevitably pay for the

destruction caused by unnecessary competition. All publicity of misinformation should be counteracted by even greater publicity of true conditions. Truth is mighty and if the Man in the Street may study and grasp its meaning he will eventually become a defender of the Central Station and an ardent advocate of its service.

The Human Being

Quite recently the manager of one of the districts operated by a large Utility Company in this state received a letter from a consumer reading as follows:

"Ordinarily when we pay an account promptly, we feel we have fulfilled our obligation, but in your case we are moved to something more, and the purpose of this letter is to thank you for the business like manner in which our transactions with your company have been handled. Furthermore, we have enjoyed that indefinable 'something' which goes with your service, and which makes it a pleasure to do business with you."

The Man in the Street is a human being and that indefinable "something" referred to is a recognition of the tactful, attentive courtesy displayed to him as an individual. This attribute attracts new consumers, and makes the older ones feel at ease and satisfied. It is, in fact, the open sesame to the Public good will, without which no company can continue to be successfully operated. The rulings and orders of Utility Commissions may govern the quality, manufacture and distribution of a commodity, but they do not stipulate what shall be the attitude to the individual consumer. That is left to the management.

The Man in the Street dislikes to be herded—he hates to be known as one of so many thousand consumers a company may have in a community. He likes to be considered as an individual and if he is known by his name, he likes it better still.

From my own residence I have occasion to send quite a few long distance messages over the telephone. There are two Long Distance Companies, and heretofore I have always been prejudiced in favor of the older company. When I ask for Long Distance, the routine is, "Number, please? Your own number? Your name?" Recently, at certain hours of the day, a new operator is on my line at the office of the other company. I have never seen her and do not know her name. When she says, "Number, please?" I may say 10621. When she says, "Your own number" I say 571-W, and then instead of saying "Name, please?" she says, "Oh, yes, Mr. Kennedy." Now, I

am the Man in the Street. I like my individuality recognized, and because of that girl's tact, my business seems to be gravitating to her company.

Much of the criticism directed against Utility Companies might be dispelled or relieved by a broadminded policy in handling complaints, in which each case is treated as an opportunity for acquaintanceship with the Consumer and each complaint is given an inividuality, by impartial and critical investigation. A complaint is an opportunity to make a friend, and the opportunity is with the individual in particular and not with the class of complaint in general. To satisfy means to hold business that probably was difficult and costly to get. To satisfy means the keeping of old friends and the making of new ones—and friends build up a business. In handling complaints, words are only one means of expression and manner is quite as important; a kindly and courteous manner is not only the sign and mark of a self-respecting man, but it is to words what oil is to machinery in making them move effectively to their purpose. The Man in the Street gives many opportunities for Utility Company employes to know him and please him. Perhaps no opportunity occurs more frequently than in the payment of bills. He probably calls at your office for this purpose once a month. If he makes such a call, pays his money and has his receipt handed him without word or recognition from the employe, he misses something and an opportunity for the company has been lost. If the next time he calls the clerk says "Thanks" when handing the receipt he feels a slight recognition of his existence. If on a third call the clerk says "Thank you" he feels more interested and if on the fourth call to pay money there should be a clerk with tact enough to see the name on the bill, and when returning the receipt to say "Thank you, Mr. Jones," the Man in the Street goes out with an appreciative smile, and the thought in his mind that he is known as a consumer and recognized as an individual. Too much importance cannot be placed upon the treatment of the Man in the Street as an individual who appreciates all the niceties in the relations of one human being to another, and above all he appreciates—

"How sweet and gracious, even in common speech,
Is that fine sense which men call Courtesy!
Wholesome as air and genial as the light!
Welcome in every clime as breath of flowers,
It transmutes aliens into trusting friends,
And gives its owner passport round the globe."

The Customer

Some years ago in a certain Western city where there were three electric companies competing for business, a new theatre was in course of construction. The three companies had identical rates for serving so that element did not enter into the competitive conditions. Mr. X, the business manager of Company "A," was watching the situation closely, and became somewhat discouraged when the report was brought to him that the owner of the new building was a stockholder in Company "B" and naturally would influence the lessee to sign with Company "B." Another report he received was that there existed a racial affiliation between one of the directors of company "C" and the lessee of the theatre, and that Company "C" was sure to get the business. The lessee lived in a city several hundred miles distant. One evening as the manager of Company "A" was about to close his desk, the office door opened and a stranger walked in. He asked the manager if he were Mr. X, and receiving a reply in the affirmative, he stated he was the lessee of the new Peoples Theatre and wished to arrange for service. He explained to Manager X that there had been much influence used to swing his business elsewhere, but that men in the theatrical business had a way of inquiring from each other about certain matters. He had inquired from other theatre managers as to which company gave the best service, and Manager X was informed that not only the theatre men receiving service from his company, but others in the city all agreed that Company "A" gave the best service, and looked after its customers in the most satisfactory manner. The Man in the Street listens, inquires and uses his own judgment when he is going to give his business, and your record for attention to the little things in service may often win you big revenue producing contracts.

A Central Station plant ought to be loaded twenty-four hours daily. It does not have to sleep. The load curve ought to be a straight line, before the electrical consumption of any community has reached the saturation point. New consumers are desirable, but the development of increased business with existing customers is still more desirable. For greater business from present investment we must cultivate the Man in the Street. It may be considered an axiom that no consumer is using as much as he could take to his own advantage, and the most profitable business is produced by inducing consumers to increase the number of uses

of electricity. Much time and money have been spent in the past in an endeavor to clip a small percentage from the cost of manufacturing and delivering a kilowatt-hour. Economics of operation are to be commended, but the time has passed when it is simply a question of jumping a set of service wires to the consumer's premises, and lumping a few kilowatt-hours there each month. The time has come when it is up to us to interest ourselves more than ever before in the manner and method of using our product on the consumer's premises, so that the greatest possible economies and benefits may be secured.

The Man in the Street knows of no saturation point, neither should we. The Man in the Street is willing that the annual consumption per capita should increase year by year if he is benefited thereby. It is up to us to show him that electricity and convenience are synonymous and in what direction new benefits may be obtained. There is no limit to intensive development of this kind—but it cannot be obtained by wishing and waiting. The point upon which this whole question of business development hangs is the ability to let the people know—in other words, to create the desire. The Man in the Street must be informed so that he may be fully advised as to the possibilities of electric service, in the lightening of labor and in adding comfort and good cheer to the life of mankind. He is already in a receptive condition and is only waiting to be shown the wonderful capacity of electric energy in performing almost everything within the range of industrial and commercial life. All we need is men who have a thorough practical and intimate knowledge of the possibilities in the use of electric service. The possession of this knowledge fills them with confidence and enthusiasm, so that when they talk to the Man in the Street, the battle is as good as won. Obstacles are swept aside, objections are overruled, competitors are annihilated and, by-and-by, the Man in the Street, far from being saturated, will, like Oliver Twist, only ask for more.

The Investor

The problem as to the future of Public Utility Companies is one which occupies considerable attention in the public mind today, and is one which is of vital importance to the Utility Company and the public. There is a competition going on between public control and private ownership. Public control is

attractive to many but even its friends acknowledge that because of certain inherent conditions it must travel a long way before it reaches success. Private ownership has pioneered, nursed and developed the business, and the same qualifications which have produced so much good work in the past should enable it to continue and progress in the future. There is a greater need for cooperation between the Utility Company and the Consumer than ever before. But cooperation is a matter of give as well as take. Sometimes it amounts to doing the other fellow's way when he won't do ours. The Man in the Street is thinking as he never did before—he looks at the Utility Company and believes it is prosperous. Why should he not share in its prosperity? Some wise man has said the best way to conserve private ownership is to increase the number of private owners. Who is brave enough to say that is not the answer to the problem? This is an age of frankness, directness and simplicity. If you really want more stockholders among your customers, you must go after them candidly and openly. Don't tell them the benefit will be theirs only—but that the advantages will be mutual. Not long ago one of the power companies in this state received authority to add a temporary surcharge to its rates. A certain consumer living in the territory supplied went to his neighbor one day and said, "How about this surcharge the power company is collecting? Don't you think we had better look into it?" The neighbor replied, "No, I have been making inquiries regarding the uncontrollable expenses our company has had to face, and we feel that the surcharge is justified." The other man exclaimed, "What do you mean by 'our company'?" The reply was, "Oh, I'm a stockholder of the Power Company."

What better plan for its own protection and prosperity can a Public Utility Company adopt than by making the Man in the Street a full partner in the organization? If the company is properly managed, if it has made a favorable impression upon the Man in the Street, he is already predisposed in its favor, and it will not be difficult to convince him that in order to make the relationship perfect, he should be a stockholder. His desire to become a stockholder will probably be in direct relation to the treatment he may have received from your company in the past, and if he has been well treated the amount of stock he will take will probably be limited only by his financial capacity.

Human beings are not like merchandise, nor are they to be handled like merchandise. Dealing with the Man in the Street is a problem in personality, and it is through the point of contact, wherever it may be: at the counter, over the telephone, through correspondence or when and where service may be rendered, that the favorable impressions are created which ultimately affect the prosperity of the Utility Company. The physical assets of a Corporation may be of fabulous value and may make a handsome showing in an annual report to shareholders, but the value of that intangible asset, the confidence and good will of the Man in the Street, may be, after all, the one great element which produces earning power and gives stability to the property.

CHAPTER V

ROOM AT THE TOP

In almost every public utility organization of any size that is attempting to keep pace with its responsibilities, there is a constant demand for a certain class of men. Men there are in plenty who may be termed "average." Men there are in abundance who are known to be "below the average," but of men who are able to lift their heads above the average in any line of work there is always a scarcity. This condition may be accounted for by the careful use of three tests, namely: lack of ability, lack of ambition and lack of application. The first named test, lack of ability, has the least to do with the scarcity of high grade men. Almost every man has ability along at least one line. If he is engaged in some occupation at which he does not make progress or for which he has no liking, he is probably in the wrong place. It would be much better for him to look around for some work more adapted to his tastes and qualifications. Usually he can find something that will hold a future for him, if he is not afraid of work. The second class, lack of ambition, is a more difficult one to handle. Lack of ambition may be the result of poor health, the absence of a necessity for working in order to exist, or lack of a full share of life's responsibilities—or pure laziness. One thing is certain, men without ambition are almost useless, and if the necessary stimulation cannot be pumped into them by some means, they are heading for the discard. The third class, lack of application, is the one which contains the greatest number, and which holds the greatest possibilities—if only those belonging to it can be brought to see the light. After all is said and done, it is work and only work that wins—provided the work is along the right lines. The epigram of Thomas A. Edison that "Genius is partly inspiration but mostly perspiration," is worth calling attention to. It is true it hardly needs elucidation, and yet as preachers sometimes amplify good texts into poor sermons, maybe a halting word or two may be said about its definition. Genius is indeed God-given, but nobody knows what may be accomplished by hard work. Oftentimes it

It is now the community of interest idea that does the business. The manager with progressive ideas values the confidence of the public, and the old attitude of suspicion, based on the belief that the interests of customer and company were antagonistic, is being done away with.

The telephone is the door through which most of the company's patrons enter, and is likely to become the most important as far as number of consumers handled is concerned.

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takes work to bring out genius. The man who wants anything must put a firm hand on the plow and he may be assured that even if he does not get what he wants, he will get something worth having. No honest work in this world is ever unrewarded. With a real worker, time is measured only by what is accomplished, whereas with the man who lacks ambition or application, the clock only is the measure of his labor.

"One sadly sees the setting sun
And views his day's work with a sigh,
The other drops his tools to run
Nor cares how little he has done;
And people still go asking why
Some men are down and some are high."

Some men are always going to get busy and do things worth while —but while their intentions may be good, their accomplishments are nil, because of constant procrastination. Such men should get busy or stop talking. Others there are who put in their time wishing for one thing and another, which if they had, they think would put them in a position to do great things. There is a vast difference between wishing and winning. Many a good man has failed because he had his wishbone where his backbone ought to be.

There is another class of men, who hold back and fail to get results for fear they may make mistakes or do something wrong. The best of men will make mistakes occasionally—that is only human. If a man wants to avoid error, he has his choice of two things—either do nothing or die.

There is still another class of men who accomplish nothing because they are awaiting what they term "their opportunity." They feel that they have the necessary ability to do big things if only the opportunity would come. It is safe to say that opportunities are lying all around such men, just waiting to be grasped. But these chances are passed by because they don't appear big enough; are overlooked because they mean starting too small; and are trampled under foot because future prospects seem too remote. And all the time these daily opportunities to which such men are blinded, lead to big things and high places. "One ship goes east, another west, by the self-same winds that blow, 'tis the set of the sail and not the gale that determines the way they go."

If there is room at the top for all engaged in the public utility business, including engineers, accountants, operators and com-

mercial men, then what are the essentials in order to fill a space in that room? It is not possible to indicate all the elements that go to make up a successful career, but some of the high spots may be touched upon.

Persistence

With most men the degree of their laziness or their industry depends partly upon their affinity for the work, but chiefly upon the motives which stimulate them. With some men the motive is to obtain a livelihood, with others it is ambition, and in many cases a combination of the two. In any event, the room at the top is never reached by lagging behind in the daily race, and watching others go by. A recent issue of a New York paper contained a fable of four men, which was as follows: "I got off a street car the other morning," said a doctor, "and, being in no hurry, I began moralizing on the probable characters of the three men who had alighted ahead of me. The first one even then half way down the block and was going on with such rapid strides that he had already put a couple of hundred yards between himself and the next man. 'There,' thought I, 'goes a hustler,—a man who's bound to succeed in life.' The second man was walking rather slower, and impressed me as one who would do fairly well, perhaps, in the world. But the last fellow was just dawdling along in a most shiftless sort of a way. I very quickly set him down as a loafer. Just then the idea came home to me: "All three men were ahead of me."

The man who seeks promotion must keep at his work whether his superior is looking or not. In a large corporation, although he may not think it, an employe is under observation at all times, and his work carefully noted. The slacker is soon known to be a slacker, and the diligent worker does not go undiscovered. When higher positions are to be filled and promotions made sometimes the slacker wonders why he was overlooked, and his neighbor selected. If he wants the truth let him ask his chief. A man who wants to fill a big position had best begin by overfilling a smaller one. That means work, intelligent work and constant work. Work with the incentive of ambition for something to be attained ahead, and work with the incentive of duty to be done close at hand. A man should not be content with doing only his duty. He should do more than his duty. It is the horse that finishes a neck ahead that wins the race. A man

should only stop when he has done his best, for that is the greatest thing he can possibly do.

Cheerfulness

No man ever reached the room at the top because he was grouchy or despondent. There may be instances where such men have attained high positions, but it has been because of marked ability along some particular lines and in spite of their dispositions. Cheerfulness sharpens the edge and removes the rust from the mind. Every man should learn to laugh. A good story is better than medicine and is much easier to take and give. A well-told story is as welcome as a sunbeam in a sick room. The other fellow wants cheerfulness, and is dodging troubles. Every man should keep his troubles to himself. The world is too busy to care for his ills and sorrows. Let him learn to stop croaking. If he cannot see any good around him, let him keep the bad to himself. Other people have troubles worse than his—there may be some comfort in that. Out in the world no one cares to hear whether someone else has an earache, toothache, or headache. Some men will even weep when telling of their pains and troubles. Tears do well enough in novels, but they are out of place in real life. At times they cannot be prevented, and may even be necessary—but not in public, if avoidable. A man should meet his friends with a smile—the good-humored is always welcome, but the ill-tempered or hypochondriac is usually a nuisance and not wanted anywhere. The twin brother to cheerfulness is enthusiasm. If a man is enthusiastic, he cannot long be doleful or discouraged. It is a powerful element in success and is a useful factor in reaching the room at the top. An imaginative writer has said about enthusiasm that it "breakfasts on obstacles, lunches on objections, dines on competitors and rests in peaceful slumber on their scattered tail feathers."

Soundness

The great prizes of life do not fall to the most brilliant, to the cleverest, to the shrewdest or to the best educated, but to the most level-headed men, to the men of soundest judgment. In a public utility organization, when a man is wanted for a responsible position, his shrewdness is not considered so important as the quality of his judgment. Reliability is what is wanted—will he do the right thing in an emergency? It is not an unusual

thing to see men who are very brilliant but out of work, and plenty of sharp men who wonder why they do not get responsible positions. The reason is that people are afraid of one-sided, poorly-balanced men. They are not considered safe, but are to be avoided. A man may be smart, sharp, shrewd and clever, and may be a good scholar, even a brilliant one, but is he sound? That is the question an executive considering him for a responsible position will ask. Is he substantial? Is he solid? Has he a level head? What the chiefs of large organizations want are men that are safe. A great railroad corporation operating in the West once printed a set of rules governing the actions of its men under all conceivable circumstances, so that it might have been expected no emergency could arise which would not be covered by one of the rules. But at the bottom of the list of instructions, printed in type a little larger than the rest, were these words: "In cases of doubt, always take the safe side." That is what is wanted of the men who are to reach the room at the top—above all things—safety. People want to feel that a man in a responsible position can keep a clear brain and a level head, no matter what comes; that he cannot be shaken from his center, no matter what trouble may arise or how much influence may be brought to bear upon him. They want to feel sure he is sound to the core. Many people are liable to overestimate the value of education, of brilliance and of keenness, which they think at times may be substituted for a level head and sound judgment. If men in a public utility organization are to rise they must first be tested, and the testing process is going on all the time. Some men resemble the Arizona mustang—they will go on along right and safe lines for months, yes, maybe years at a time, and then some day for no accountable reason will go off at a tangent and do the wrong thing at a critical moment. That is what must be avoided. Reliability is what is wanted. Can a man stand without being tripped; and if he is thrown can he land on his feet? Can he be depended upon, under all circumstances, to do the sensible thing? Has he good horse sense? Is he liable to go off half-cocked? Does he lose his temper or can he control himself? If he can keep a level head under all circumstances, if he cannot be thrown off his balance, and is honest, then is he the man that is wanted. The younger men, looking up at the room at the top, will do well to place the proper value on soundness to learn its import and cultivate it on all occasions and under all

circumstances. There can be no permanent advancement, especially near the top, unless the applicant be sound to the core.

Loyalty

When a man belongs to an organization, it goes without saying that he will be loyal to its interests. If he cannot be, he should sever his connection immediately, or lose the respect of his fellows. But a man may be loyal to his company and yet possibly disloyal to himself. All men should desire to advance, but this does not mean the acceptance of every will-o-the-wisp offer dangled before his eyes. The man who is offered a bigger salary elsewhere and refuses it to stay at his present job is actuated by other than mere money considerations. Permanency of position, congenial work and co-workers, efficient supervision, benefit funds, pensions or service annuities, assurance of promotion—these are some of the factors that are included in a man's wages that cannot be expressed in cash terms, yet stimulate him to effort and increase his hopes. The pay envelope contains only one of several returns for labor that keep a man loyal to his employer and his work. Many a good man has left the organization in which he was comfortable, and in which he had an assured future, to go into some enterprise without proven stability, just because he was offered a few more dollars per month. Dollars are useful and absolutely necessary, but there are other considerations which should not be even temporarily overlooked. Many a man who yielded to the temptation and left his organization has later been glad to return and accept a lesser salary than he had before, and in addition, lose his seniority and original chances for advancement. With loyalty there should go a love of the work in which a man may be engaged. He must love it to have its best interests at heart. He must love it to bring out his own best qualities, so that his work will put him in line to occupy the room at the top.

"Are you trying to climb where the chosen are,
Where the feet of men are few?
Do you long for a job that is worth one's while?
Well, here's a thought for you:
The pots of gold at the rainbow's end,
Are sought by the teeming mob,
But the fairies who guard them choose as a friend
The man who loves his job."

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CHAPTER VI

CONGENIAL CONTACTS

There is a Moslem maxim which runs as follows—"Four things come not back: The spoken word, the sped arrow, the past life and the neglected opportunity." This maxim is a good one for the employe of a public utility corporation to think over now and then, if he has an earnest desire to serve his company and incidentally advance his own interests. There is no greater asset a utility corporation can possess than the confidence of its customers and the good will of the general public, and there is no means whereby a corporation is measured or judged more constantly or more accurately than by "the spoken word" as used by the corporation's officers and employes. This is neither an old adage nor a new theory, but an incontrovertible fact, substantiated by the experience of those who have made a close study of the subject usually termed "Public Relations." Today the manager with progressive ideas values the confidence of the the people to a greater extent than he does a franchise; for in a hostile community a franchise is of little value, either as an asset or a means of protection. Consequently the best efforts of all officers and employes connected with a utility company should be put forth to please the people—so that every word and act will carry a suggestion or conviction that corporation men are really human—that they desire to serve the public conscientiously and honestly, and that if mistakes are made and errors are discovered, they will be speedily and willingly rectified. Now, there are three principal ways or angles by means of which the public reaches its conclusions about a utility company, and these may be termed the "points of contact." The first point is letter writing, the second is the telephone and the third is the personal contact. If one were asked, "Which of these points is the most important?" a reply might be given by asking "Which is the most important leg of a three-legged stool?" All points of contact must be carefully protected, otherwise the object to be attained will be postponed or entirely defeated. If two legs of a stool are strong and the other weak, then all are weak. If two

of the points of contact in a utility company's organization are fulfilling their functions, and the other is not working harmoniously, then the harm being done in one direction is probably counteracting the good work done in other ways. The different points of contact will first be considered separately, and then as a whole.

Letter Writing

If there is any kind of work that requires thoughtful consideration on the part of a business man it is that of writing letters. It was Bacon who said, "Reading maketh a full man, talking maketh a ready man and writing maketh an exact man." However, exactness is not the only consideration in a letter emanating from the office of a utility company. In order to produce the desired effect it must be couched in language which will also convey consideration and courtesy. The writing of letters is of vital importance in connection with the relations of the larger companies with their consumers. It is of more importance to larger companies only because a greater amount of business is transacted by means of letters in the company that numbers its consumers by tens of thousands, than in the company that counts its customers by hundreds. One of the penalties of a company becoming large is that because of a greater and more extensive territory served, patrons cannot always find it convenient to make personal calls and tell of their wants or wishes. Many complaints are forwarded in letters; many inquiries are received and requests made through the mail. A letter in itself is only cold type, dry ink and thin paper. The gesture, the facial expression, the twinkle of the eye and the nod of the head are all absent. Just the naked words are there to do the talking; consequently one must be more than careful in the selection and use of the words that are written. After what has been dictated has been forgotten by the sender, the letter remains in the other fellow's possession, and he may take it up now and again to look at and ponder over it. If it contained anything that hurt when received, it probably hurts more each time it is re-read, and it is more than likely the reader will eventually work himself up to a point of explosion. A hot letter sent in reply to a caustic communication received is poor business. The answering epistle may be cleverly constructed, really smart, and burn with righteous indignation—but what good does it do the company? If the customer who writes a letter has some grievance, real or

imaginary, he had better be conciliated by receiving a reply with full information, if possible, regarding all the circumstances surrounding the alleged cause for complaint. It is bad policy to word a letter, even if the facts seem to justify, that will make a consumer feel humiliated, because he has made an erroneous statement or an unwarranted charge. There is nothing gained by such a method—and on the other hand—more trouble is invited. It is easy for an employe with a candid opinion to eliminate many friends for the company with which he is connected. Requests for service are frequently received by letter. It is always easy to please if requests are granted upon application—but when they cannot be conceded, or can only be granted under certain restricted conditions, carefully worded letters are essential when replies are sent. Some people have an idea that every public utility company should supply service upon demand. Whenever possible such people should be talked to personally by an employe with a tactful tongue and a patient disposition. But if a letter is to be sent informing the writer that service must be refused, then it should contain a careful and considerate explanation, stating clearly and concisely all the facts, with the thought in mind that the letter so written may not only have to satisfy the customer, but that it also may be passed upon by the Public Utility Commission if the customer should forward it to that body.

Letter writing may be considered a valuable aid in business building, and here again the form or style either wins what is wanted or loses out. Letters are a dignified and desirable means of drawing the attention of selected people to any subject of special interest, and are always productive of good results. Such letters should have the personal touch, and should be neat and attractive in style and diction, carefully avoiding any resemblance to a communication which might be considered general in its character. Letters sent to customers should contain few technical expressions and no abbreviations. Most people are now familiar with kilowatt hours, but few know about K.W.H.'s or K.V.A.'s. The customer wants light or power, not explanations regarding voltage and amperes. Letter writing is an art which may be freely used to please consumers and strengthen a business—but an ill-worded or discourteous letter is much more dangerous than the same number of words when recklessly spoken.

The Telephone

The manager of an electric company who is at all observing, fully realizes how much of the company's business is handled over the telephone and with what rapdity the number of telephone calls increases. This point of contact bids fair to become one day the most important of all in so far as numbers of consumers handled is concerned. Perhaps even today, the telephone is the door through which most of the company's patrons enter to transact their business. It is not difficult to realize how essential it is to keep this door well oiled and well attended. It should be remembered that there are always three parties to a telephone call:

(1) The person calling
(2) The telephone company
(3) The person called

That one or two of these parties do their work properly is not sufficient. Concentration is the watchword of efficiency on the telephone and the cooperation of all three is necessary. It may be assumed that the telephone company does its part perfectly, that its service is sufficient and its operators attentive. For the present, therefore, we will consider only the person calling and the person called, and their relation the one to the other.

Employes of a central station company should have clear and frequent instructions how to talk over a telephone, not only from the business standpoint, but also from the standpoint of mechanical necessity. Again it is affirmed—concentration is essential. No successful conversation was ever conducted by one who tried to telephone and at the same time add a column of figures or talk to a third person. In order to avoid the annoyance of shouting or having to repeat, one should speak directly and distinctly into the transmitter, with the lips close to the mouthpiece. This may seem a point that everyone understands—but such is not the case. It is not uncommon to see a man talking in a direction quite opposite to the location of the transmitter. If the other party hears, it is a miracle. It is also necessary to speak slowly. Half the art of good telephoning lies in deliberate talking. This means clearness and emphasis. In telephone usage, the tone and manner of speech, and the choice of words has everything to do with the feeling created. The spoken word and the inflection conveys whatever idea each party gets of the

other. The impression made is entirely by what one says and the way he says it, and here is where the element of courtesy steps in and oils the machinery. But to be really courteous in telephone usage involves more than pleasant tones. When the average man meets the people in whom he is interested, or even causal acquaintances, maybe even those who are strangers, his manner is gracious and his bearing such as to gain and retain friendship and good will. This same consideration of others should not be forgotten in telephoning. It is well to assume that the man at the other end of the line is a friend, and that he is entitled to treatment entirely free from harsh tones and abrupt language, such as would not be used in personal contact. A telephone manner may become a valuable asset or an embarrassing liability.

In a large organization there is often great difficulty and much delay in reaching the party wanted. This trouble may be minimized by the adoption of proper methods. The telephone operators in large corporations should be quick to understand what individual or what department is wanted when calls come in. The words "One moment, please," will help things while switching and ringing the individual required. If possible, one switch from the private central is all there should be, but if it is necessary to switch from one operator to another, and then to a third party, no time should be lost in making the connection. The operators of a private exchange should be able to interpret incoming calls, so that mistakes in getting the wrong party may be avoided. Nothing will more quickly wear out a customer who may be trying to do business with a company than to hold a telephone receiver to his ear and have to wait while he is being switched from one office to another, and required to tell his story over again each time he talks to a different party. A telephone call for any person in the office is equivalent to leaving a calling card, and is entitled to a polite response. If the person called is out, the operator should inquire if anyone else will do. If no one else will do, the operator should then say, "Mr. Blank is out, but if you will leave your name and number, he will be pleased to call you immediately on his return."

In answering telephone calls, the operator should use the company's name, the name of the department, or the telephone number, as best fits the situation. "Hello" is not a good word

to use, nor is any other expression which does not convey information to the calling party, so that he is in position to proceed without delay. "What is it, please?" although courteous, does not meet the situation as the use of any such indefinite phrase leads to needless questioning and delay. In a large organization, it is particularly needful that each employe should be shown the way he is expected to answer the telephone, and someone should see that the instructions are consistently followed. Telephone calls should be answered promptly. A telephone call neglected means delay for the calling party and perhaps the loss of a call. As far as possible the office boy should be relieved of the work of getting calls for his chief—the party calling should always be ready to talk when the party called answers. It is painful all round to have someone "hold the wire" unnecessarily while someone else is attending to other work. Sometimes upon the manner in which what may seem to be a casual call is answered may depend the obtaining of an important piece of business. With a central station company there should always be an expert on the line that receives complaints and another on the line that handles inquiries for service. These lines are equally important and should be well guarded.

It has been assumed that the telephone service itself is perfect —but as is well known, such is not always the case, and poor telephone service may often be a handicap for the central station company to contend with. However, telephone employes can also be polite, and evidently none more so than those who handle the lines and switchboards in China. When a subscriber rings up the exchange in that country, the operator may be expected to ask: "What number does the honorable son of the moon and stars desire?" "Hohi, two-three." Silence. Then the exchange resumes: "Will the honorable person graciously forgive inadequacy of the insignificant service, and permit the humble slave of the wire to inform him that the never-to-be-sufficiently censured line is busy?" While this illustration may be a great exaggeration it is much pleasanter to hear than the opposite. It seems that for many in using the telephone it is especially easy to be gruff and abrupt and turn friends into enemies because, maybe, one thinks he is busy. An employe is never so busy that he cannot furnish the public with proper information, and should do so courteously even over the telephone.

Personal Contact

The points of personal contact in the central station company's organization are numerous and important. In the office there are many clerks, and on the outside—calling upon consumers at their places of business, or in their homes—are salesmen, collectors, meter-readers, troublemen and inspectors. And this is not all, for at times there are also linemen, construction men and service men. The work of these men is varied, but in some respects they should all act in the same way. Each should understand his own duties, and leave a good impression on the consumer after he has finished his particular business, so that the next man coming along and representing the same company, may find the consumer in a friendly frame of mind, because of the good treatment received at the hands of employes who preceded. Where all employes should be alike is in seeing that the consumer receives the considerate, careful, attentive and courteous treatment to which he is entitled. If this is consistently accorded to the consumer, the clerk in the office will receive smiles when he is given an error to correct—the salesman will be handed a pat on the back when the customer bestows the order the salesman desires. The collector will be welcomed as a friendly visitor; the meter-reader will be asked to come oftener—and the troubleman and the inspector will be invited in for a cup of tea. As for the lineman, serviceman and construction boss—when these men are careful of the trees, shrubs, flowers and lawns when doing their work, and clean up the mess they usually make before they leave, they will receive commendation that will reach the ears of the president of the company. These conditions may be ideal, but they are not impossible. They may be termed visionary, but in reality they have been known to occur. Politeness is like an air cushion—there may be nothing in it, but it eases the jolts wonderfully. Consideration for and attention to the other fellow's requests may take a little effort, but if regularly practiced they will earn immense dividends. This is the easy way to handle the company's business. It follows the line of least resistance, yet always produces satisfactory returns. The day has long passed when there can exist any "Corporation versus The Public" attitude. It is now the community of interest idea that does the business. The modern public policy is for the utility corporation to concede to its consumers and the public every request that is reasonable, and the result now is that the

public in the main abstains from making unreasonable requests. The proper attitude at all points of personal contact can result only in improving the relations between the company and its consumers, and enhancing the value of its service.

It has been said that "Sometime in the future, a nation's civilization will be measured largely in terms of kilowatt-hours consumed per human being per year." If such is the case, then the aim should be steadily to increase the number of kilowatt-hours consumed. At each of the points of contact between the company and the public there are valuable opportunities for making friends and adding new consumers, thereby increasing the demand for the company's product. Each employe should regularly ask himself, "Am I making the most of the opportunities offered so that the public and my company may reap the full benefit?" If every employe would only do just a little more each day what would eventually be the outcome? It is just the additional little margin that wins, whether in time or in toil, in power or in energy, in attention or in earnestness. Just the additional little margin of effort at the points of contact, patiently and tactfully to inform the public concerning those things which they should rightfully know, will mean another step toward that goal all men with high ideals would reach—perfection.

CHAPTER VII

THAT THE PEOPLE MAY KNOW

In no detail of the management of a modern utility company has there been a more striking "right about face" change during recent years, than in the matter of informing the public. It is not so long ago that the public policy of most companies was to tell the public nothing. All matters concerning a company's plans and operations were kept secret, and if a corporation were attacked, no matter now viciously, no comment was made or defense set up, the theory being that if let alone the attackers would wear themselves out. Naturally the public stood by and wondered. The people wanted the truth, but had no way of obtaining it—and most frequently were compelled to believe what was said against a company because the charges that were made went uncontradicted. Such a policy if indefinitely continued is nothing short of suicidal. It is worthy of note that most managers have dropped the old methods of secrecy and are gradually taking up with the new policy of publicity. It was Emerson who said, "Trust men and they will be true to you," and in order to demonstrate to a man that he is trusted, you must take him into your confidence.

There are several ways of informing the public as to the aims and operations of a utility company—but, after all, the principal means is through the newspapers published in the territory in which a company supplies service. It is safe to say that the one publicity medium which has become an absolute necessity to modern civilization is the daily newspaper. The columns of newspapers are reserved for two purposes by their owners, namely, news and advertising. The newspaper's income is derived from its advertising, but the public buys it because of the news it is expected to contain. Advertising space is a valuable commodity which a newspaper sells, and upon which it pays its expenses and makes its profit. A public utility company should be a liberal advertiser, because of the benefits it will derive from attracting attention to the advantages of using the commodity

in which the utility is directly interested. A public utility company has also much of importance to report concerning which the public should be informed, and which is distinctly news, and should be published in the news columns of the daily papers. Practically every newspaper subscriber is a consumer of electricity, and it follows in natural sequence that all consumers and subscribers are very vitally interested in everything pertaining to the service supplied, and in the company which takes care of their necessities. When allotting advertising and distributing news items the utility company cannot afford to ignore the small dailies in favor of the larger papers published locally or in neighboring cities, even though the larger papers claim a substantial circulation in the smaller communities. In an exhaustive analysis of the newspaper situation the "Editor and Publisher" of New York, a recognized authority in the newspaper world, points out that the big metropolitan papers can never serve as a satisfactory substitute for the close local appeal of the home dailies. It says: "The considerations which render the local daily newspaper an essential factor in the life of its community serve to make its advertising space an essential factor in any campaign of localized national advertising. Such newspapers are a part of the routine of life in their cities. They deal with near-at-hand concerns and people and affairs." Consequently in order "That the People May Know," the columns of all newspapers, big and little, having a circulation in a community, should be utilized by the company having advertising to allot or a story to tell.

What is it then that the people should know? A well known writer once said, "The public wishes itself to be managed like a woman; one must say nothing to it except what it likes to hear." Experience does not indicate that such is the attitude of the public today—what it seems to want is the news, and above all it wants the facts. Far better for a utility company to stick to the old policy of secrecy about its affairs, than to hand out perverted news and stories containing half truths. Sooner or later the whole truth will come out, and then the company that has been side-stepping will be discredited, and later even the actual truth when published about other matters will be dubiously received. There is so much of interest and educational value that a utility company may tell, and repeat at intervals, that it would be practically impossible to enumerate all subjects.

However, it may be desirable to touch on some of the more important.

Financial News

Not long ago a retired business man living in New York received a circular from a bond house announcing that a certain California power company was floating a new issue of its bonds amounting to sixteen million dollars. The circular was of the usual character setting forth the company's financial position and earning power. The New York man had a relative connected with the power company, and as he was interested in the issue, wrote asking for first hand information. He particularly desired to know, when he wrote making inquiries, how it was possible "for a company to be so remarkably prosperous and yet be so darned hard up." It is fair to assume that the average man of affairs, not connected with the public utility business, knows little about the methods of financing such a property, and the fact that under regulation the amount of a utility's earnings are limited to a relatively small percentage of the actual money invested in the property. While interest and sinking fund charges are taken care of, and a proper depreciation allowance is recognized, all expenditures for additions, and betterments must be made from funds derived from sources outside the company itself. A utility company, supplying service in a prosperous community, cannot stand still—it must grow—and consequently must always be adding to its capital account. But capital is sensitive and will only go where there is confidence—and confidence is founded upon knowledge. Such being the case, it is surely desirable to inform the public regarding all matters pertaining to the operation of a utility company in its relations with its employes, its service to consumers, and its intercourse with the people in the territory occupied. There are no secrets that a properly operated utility need attempt to conceal. The cards may all be turned face upwards—the doors left wide open, and the books made available for inspection. At such times as a company may be offering its securities for sale, there are splendid opportunities for real news stories which the press will readily accept. What has been accomplished in the past may be attractively presented, and what the company proposes to do with additional capital in the way of substantial development may be set forth truthfully and attractively. The trouble is that many utility managers, though not belonging to the old secretive class,

assume the public knows much that it has no means of learning —unless the utility company itself sees that the desired information is wisely spread through all available channels.

Power Development

That the People May Know something concerning the difficulties of production of the commodity distributed, it is well to make public, through the columns of the newspapers, all stories concerning the building of new hydroelectric properties, including their location, cost, period required for construction, transmission difficulties, and all details connected with the work of wresting the energy from the waterfall and delivering it at some point of use, maybe hundreds of miles distant. The public should be informed under what conditions the company is allowed to harness the falling water at each new development, and what the work means along the lines of conservation. That if the energy in the mountain stream is not utilized, it is a loss which cannot be made up in other ways, for after the water has once passed the fall, it has gone forever. On the other hand, if harnessed it becomes a perpetual asset, available for present and future generations. The power developed by means of coal or fuel oil, carries a different story. For every ton of coal or barrel of oil taken from the ground, there is just that much less to be drawn upon. Steam generated energy means the using up of the country's resources, while hydroelectric energy is the essence of conservation. These are the facts which may be woven into fascinating news stories, and to many people they will read like fairy tales. Let us assume a great corporation calls for a loan of ten or fifteen or twenty millions of dollars for the development of some giant power project and the funds are made available. Most likely the work will be carried on in almost inaccessible mountain fastnesses. The money will be spent in driving long tunnels and constructing high dams, and millions will be distributed for labor in the employment of thousands of men for many months at a time. Fortunes will be invested in machinery and equipment and the desired end will be attained only after years of almost endless toil and patient waiting. Surely these are things which must be of interest to present and prospective bond holders and stockholders and the general public. But security holders and others cannot know all that is being done unless the story is written in an interesting manner, and told as news through the columns of the daily papers.

Important Extensions

In the great West, and on the Pacific slope, most of the cities depend for their growth upon what is generally known as the "back country." When an electric company, by the extension of its lines into new territory, reclaims thousands of acres of of desert lands, it does much not only for the new communities served, but also for the neighboring cities and towns. Great quantities of food stuffs are produced, which must be marketed, and most of the money received is spent close at home. This means that because of the investment made by the electric company all of the nearby towns are benefited. The merchants sell more goods, the real estate men sell more land, the bank deposits swell, the theaters do more business, and incidentally, the circulation of the newspaper increases. The intelligent editor is glad to have such news at first hand and it is up to the company to give it to him in detail—that the people may know. The extension of electric lines depends almost entirely upon the amount of money that company heads are able to secure from Eastern or local investors, and the thoughtful people who read newspapers will realize the immense significance of all news of this character.

Power Uses

The service of electric energy is unique. Except to a very limited extent it cannot be stored and consequently must be produced the instant the demand is made by throwing a switch or turning a button. The average consumer has no knowledge of this fact—or how much the company does so as to be in readiness to serve him at any moment. Does the grocer, butcher or baker serve him as quickly? Are the street-car, the telephone or the telegraph companies at his command as readily? Does the gas company or the water company, who may store their products go to anything like the same trouble and expense to be at the consumer's beck and call? When new enterprises are induced to locate in a community, it is often because of the availability of an abundance of electric power. The price at which electric energy may be obtained is often a deciding factor in influencing large industries to build their plants in a city and give employment to hundreds of men. Through the newspapers the public should be informed of what the company has done in building up the territory. It is news to tell of the prospective or actual location of an enterprise through the promotion work and sales efforts of the power company. When new street lighting systems

are installed in a city, that is good news to the people, and will be read with interest. When new uses are found for electricity whereby labor is lightened or the world benefited, there is no better or more interesting reading for the average man or woman, and stories of new and important uses for electricity are of frequent occurrence—but the people won't know them unless they read them as news in the papers. The growth of public utility corporations and the absorption or amalgamation of other companies in nearby or distant territories, all indicating the march of progress, are naturally interesting items to newspaper readers. Such expansions and consolidations tend to produce better service, and consumers of the company and subscribers of the papers should have all the fact spread before them.

Personal Items

Personal items are the smallest things a newspaper prints, but they contain the vital matter—the human element. The value of a personal item conforms to the sphere of acquaintance of the person mentioned. An officer of a public service company becomes a public servant and as such he must at times consider himself as public property. In many communities, the district manager of a utility company comes in contact with more people in his town than any other man. His assistants are also personally known to many. If these people are promoted, married or afflicted, what happens to them interests many—not because they are more important than anyone else, but because more people know them. The movements of general officers of a company are usually of interest to others—because these men circulate in the territory served in order that they may see and understand local conditions, so that improvements may be instigated and expenditures authorized. It frequently happens that company officials may be creditably connected with other financial, industrial, civic or national organizations and have been public benefactors and maybe have attained special honors or distinction along other lines. All personal items of this character are news, and should be circulated among local papers at the proper time, so that the people may know.

Welfare Work

A public utility company should be a leader among the business organizations in a community, and a pioneer in initiating and adopting progressive methods. In this connection there is no

more important matter than the relation between the company and its employes. There is much being accomplished along the lines of welfare work for the benefit of employes, of which the public hears little. There are educational advantages, medical services, sick benefit funds, accident indemnities, life insurance plans and pension systems in which the people have more than a passing interest. It is a source of satisfaction for the average man to know that the corporation to which he regularly pays his money has a paternal interest in its employes and offers them present and future protection. The newspapers appreciate the value of such important news stories as may be given out regarding the inauguration or progress of any welfare work which is of interest alike to the company and its employes.

State Regulation

In nearly all states there is now a Public Utility Commission, each with power to regulate the operations of utility companies within its jurisdiction. In California this important work is delegated to the Railroad Commission. Perhaps in no other matter is it as essential for the public to be truthfully informed as in connection with the control and regulation of all utility companies by the authorized body. The Commission establishes a uniform method of accounting, so that each company's accounting methods may be along proper lines, and also that the operations of one company may be compared intelligently with any other supplying similar service. The people should know about this. The Commission must approve the issuance of any new corporation securities before they may be legally marketed, and at the same time fixes the minimum price to be received by the corporation for such securities. The Commission also must be informed as to how the money obtained from the sale of securities is to be spent. The reasons for all this scutiny are that there shall be no over capitalization, or what was formerly termed "water stock," that there shall be no bonds issued without adequate security to the purchasers, and that the moneys derived from selling securities shall only be spent in additions and betterments of the property. The people should be informed of this. The Utility Commission has absolute control over all rates for service and rules governing same. The Commission fixes or approves rates upon the basis of a reasonable return upon actual investment. Operating costs are carefully investigated, interest

and depreciation charges analyzed, and rates fixed along scientific lines. The people ought to know this. The Commission lays down certain standards of service which utility companies must follow. Intercourse with consumers in the matter of extensions, complaints, credits and payments are prescribed, all of which affect directly the pockets of the public. The people should know this. The Public Utility Commission is constantly issuing orders affecting utility companies and their customers. These orders are frequently of importance to the individual. The utility company manager should see that all matters pertaining to his company and the utility commission should be handled as vital news. The people should know, first, for their individual information; second, to protect and justify the company, and, third, that the full meaning of an order issued by the Public Utility Commission may be comprehended by the people for whose benefit it is issued.

Distribution of News

Just who shall give out the news from a company is a matter of detail. It may be the president, or it may be the press agent, but in any event, it must emanate from some person in authority, who knows what he is talking about. When it is once given to the newspapers, the responsibility of the company ends. Whether it be enlarged or cut down, is a matter which the editor has to judge and pass upon and which usually depends on the volume of other news that he has to consider in the day's work. A public utility company should hand out its news to the daily papers freely and impartially, without any attempt to color, and absolutely without discrimination as between papers. The tipping off of corporation news to favorite reporters or others by various people connected with the corporation will usually lead to serious trouble, and give offense to the paper or papers from which the news may have been withheld. The main thing to bear continually in mind is that the company almost constantly has real news to distribute, that newspapers are glad to publish it as news and that the people want to read the news concerning the utility corporations which are serving them. Consequently, the news should be regularly distributed to and through as many reputable newspapers as are published within the company's sphere of operations—so That the People May Know.

CHAPTER VIII

THE DISPLAY ROOM

There are three branches of the electrical industry directly interested in the sale and distribution of all kinds and varieties of electrical appliances, but each class is interested from a different angle. The first class is the manufacturer who wants a market for his products, his particular desire being to induce those in the second and third classes to act as his distributors. The second class comprises the jobber and dealer, and they are both merchants looking for a merchandising profit. Their interest in a sale usually ends with the delivery of the goods. The third class is the central station company and its main object is not a merchandising profit, but a greater and more diversified connected load. The interest of those in the third class only begins with the delivery of the goods; and their benefit is continuous, like the brook that "goes on forever." Because the various branches of the industry are interested in this important matter, there should be a broad cooperation existing between all concerned, so that the demand may be created and the field more quickly and more effectually covered.

The Display Room as Salesman

From the standpoint of the electric company, there are three principal ways of reaching the public, in order to create and stimulate the demand for electric energy and increase the output of the central station plant. The first is personal solicitation, the second advertising, and the third the well-appointed display room. Now, as a matter of fact, advertising seldom carries the persuasion which closes a contract; it takes the personal solicitation, or the kind of conviction that is produced by actual observation, to obtain the signature of a prospect to an electric service agreement. Consequently, experience has shown that the display room is not only a valuable concomitant in connection with advertising, and a useful assistant to the salesman, but is in itself of incalculable benefit to an electrical distributing company.

It is a means of directing the attention of the public to the actual operation of various electrical devices, and thereby aids in attaining the most desired objective of the company, that is, the building up of a profitable load for every hour of the day. There cannot be too many properly operated display rooms in a community. The manufacturer, the dealer and the central station may each have one on the same street without hurting each other, and, as a consequence, many more appliances will be sold. If the manufacturer establishes an exhibit in a busy center—he often creates a demand which is cashed in by the dealer. If the central station maintains a display room it helps itself—stimulates business for the dealer and increases sales in various directions which develop business for the manufacturer. And as for the dealer, he becomes a public benefactor. In addition to the lasting benefit which he confers upon his customer by inducing him to acquire and use a tried and tested electrical appliance, he obtains a profit for himself—keeps the wheels of the manufacturer in more continuous motion, and adds to the central station's constant load and income. This is the cooperation which really cooperates, and leads to a closer and more beneficial connection among the various branches of the electrical industry.

In order properly to analyze the advantages and uses of the display room, the subject may be studied from three angles: (a) appointments and methods; (b) value of demonstrations; (c) value of food exhibits in connection with display rooms. A brief consideration of each angle may be of interest.

Appointments and Methods

In considering the fitting up of a display room, the first questions to settle are those pertaining to situation and size. The room should be centrally located in the business portion of the community, past which many people are continually coming and going. There is little use locating a display room on an out-of-the-way street—to a large extent this would be like wasting powder and shot. The room should be commodious and of sufficient area to permit of the proper display of all apparatus and appliances which are to be exhibited, and at the same time allow a free access for visitors to move about without crowding. An over-crowded display room defeats its purpose. If the space is not ample it is better to display fewer appliances and show them

to advantage. The size of the room has little relation to the size of the community in which it is located. There should be as large an exhibit in a town of 5,000 people as in a city with a population of 50,000—because the number and variety of appliances which it is desirable to put before the public is the same in each case.

The display room should be bright, clean and inviting at all times. Particular attention should be given to the color scheme and illumination. The veriest novice in the business can realize that unless the room is attractive in itself, the advantages to be obtained may be minimized, if not altogether lost. The display room should contain abundant stock and nothing but electrical goods. The samples on exhibition should be scrupulously clean. If an electric fan is being shown with dust on its base, and fly marks on the blades, the customer will not be as much impressed as if there were a clean base and shining blades. If a customer is looking at an electric toaster which has previously been used for demonstrating, and the bottom contains stale crumbs and dust, it will not make the same impression as if the appliance were in a spick and span condition.

In the display room, the many appliances for various kinds of uses should be segregated into groups, so that all pertaining to any particular use may be within easy reach. Lamp exhibits should be in one class and so arranged that the illuminating effect of any one lamp could be best demonstrated when the current is turned on. This method also permits of easy comparison as to the relative effects of different lamps. All appliances which are used in the office or store should be together. All appliances for household use should be assembled by themselves. Appliances for the workshop and factory properly belong to another class and should be located where they may be shown to advantage and not weaken the attractiveness of some other devices which often sell on their appearance. As far as possible, specimens of each type of appliance should be connected up, so that the current may be readily turned on, and their operation demonstrated. Wherever space is available, such appliances as are not complete in themselves should be connected to apparatus and contrivances which are adapted to the use of electric energy for their operation. This applies to sewing machines, dish washers, coffee grinders, lathes and many of the other small devices which may be successfully operated by the use of direct connected or belt driven motors.

The usual display room of the dealer is located in his business establishment. It goes without saying that the exhibits should be in the front part of the room, and the staple goods in the rear. This means that all customers entering the store for any purpose must necessarily pass by and see the articles displayed. Stock and supplies maintained in the rear of the display room should be kept on clean shelves and tables, as neat and tidy as the room itself. One part cannot be untidy and careless-looking without affecting the appearance of the whole. Jewelers' show cases display the better goods to great advantage, and the cases are more useful still, if suitably illuminated.

Supplementary Features

Every lighting customer buys lamps and consequently lamps should be featured. Lamps of only the proper voltage for local circuits should be stocked —but lamps of every useful size and variety in the required voltage should be kept on hand and exhibited. Too much care cannot be given to all the details in connection with planning and arranging a proper show room. The money spent in suitably decorating and adequately wiring, and the current used in demonstrating are of little moment in comparison with the assured results accruing from a properly equipped exhibit. Tasteful literature is a factor which should not be overlooked. Visitors who have seen and become interested in appliances exhibited in a display room are willing to take home with them something which will refresh their memory, and enable them to talk the matter over with others who may be interested.

Neither the contractor-dealer nor the central station company should look upon a modern display room as only an opportunity to spend money for ornamental purposes. If properly conducted, it will not only pay its own way, but in addition will yield a handsome profit. Many contractor-dealers who formerly neglected their opportunities for merchandising, now find it is the most remunerative department of their business. Careful accounting methods are necessary for both contractor-dealers and central station companies, so that they may realize just what profit the display or salesroom is producing.

All appliances on exhibition should be ticketed and priced in plain figures. This saves time and, during busy hours or when help is scarce, the appliances will often sell themselves. If an

article is not priced, and no salesman near, a consumer will frequently lose interest. There can be no harm done in putting the price on an article in plain figures—and on the other hand a sale may be lost because the price is not clearly stated. Employes exhibiting or selling appliances should know the consumption of each device, the rate per kilowatt-hour for service supplied by the local central station company and also the cost per hour for operating any appliance shown. If such information is not available, the customer will often hesitate or postpone a purchase until the cost of operation is known and fully understood.

It is needless to say that good show windows should accompany electric display rooms. The best possible equipment is none too good for the show windows. This applies to the painting, color scheme, decoration, sign lettering and illumination. The more class to the window, the more attention it will draw and the more goods will be sold. Above all, taste and care should be used in displaying the appliances in the window. Better change the window often and display only one type of appliance at a time, than endeavor to exhibit a number of different kinds of appliances at once and over-crowd the window. There is great scope for originality and taste in arranging the window exhibit—and a good exhibit is well worth while.

Value of Special Demonstrations

While the display room should probably be as spacious in a small city as it would be in a larger one, at the same time the expense in maintaining the room and conducting demonstrations may be proportionately greater in the larger community. From the standpoint of the electric company, the display room may well be used as a means of educating the public in the use of the appliances exhibited. For this reason a company would be justified in having an expert in charge who could not only attend to the every day duties in connection with the care of the display room, but also could give demonstrations on pre-arranged days. It goes without saying that the display room should be conducted under the general direction of the chief of the company's contracting department, and the dates for the different demonstrations should be so arranged that parties who would be particularly interested in any demonstration could be duly notified by the salesman. It might be a good plan to have a special demonstration one day each month. The demonstration should be

A district office display room of the Southern California Edison Company. A display room is one of a power company's best salesmen if well designed and organized. There should be plenty of light, an effect of spaciousness, and no suggestion of overcrowding in the display arrangement. Notice the jeweler's cases for appliances; also the use of pictures and flowers.

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preceded by a talk on the general character and utility of the appliances to be shown, and the salesman should be available to assist in the work of exhibiting and explaining the uses of the different devices. The special days should be divided in somewhat the same manner as suggested for the segregation of the exhibits in the display room. For instance, one day in each month might be given to electric cooking, and such a demonstration should have the assistance of a first-class cook so that the articles of food prepared and distributed may demonstrate how well they are cooked and how good they taste when electricity is used. During summer months special attention should be directed to those appliances which are particularly useful in hot weather, such as fans, cooking devices, small refrigerating plants, laundry machines, dish washers, vacuum cleaners, and the many appliances of the character which lighten work for the housewife. In the winter months, more attention might be given to electric heating appliances such as radiators, foot-warmers, heating pads, hot water bottles and the like. Now and then special demonstrations might be given for those interested in shop and factory work. There is a large field for development in this line, including such appliances as glue pots, soldering irons, breast drills, heaters, etc. However, the actual demonstration of such apparatus may not be suitable or appropriate in the ordinary display room, as usually such demonstrations would be more effective on the premises of the prospective purchasers. In a general way, it has been found that demonstrations create interest and spread knowledge, where knowledge and interest did not previously exist, and that, if properly conducted, all demonstrations as to the use of electrical devices are quickly followed with increased amount of inquiries and more frequent sales.

Joint Electrical and Food Exhibits

While all classes of people are now beginning to be more familiar with the uses of electricity in daily life, the great majority as yet know little regarding its true usefulness as a labor saver and real servant of man. In the minds of many there is still a mystery about its generation and distribution, which is largely inherited and sometimes difficult to shake off. By means of electrical exhibitions the public is brought in closer touch with the handling of electric energy and the practical uses to which it may be put in every walk of life. It is true that every electric

appliance installed in a home or shop becomes an exhibit in itself, but as a rule this exhibit is confided to the personal acquaintances of the one on whose premises the installation has been made. By means of the electrical exhibit the attention of the public is drawn to the advantages of electric energy in a general way as well as to some of the more unusual uses. Each individual who visits a display or exhibition, while he may look at the many kinds shown, will have his special hobby and will be more interested in those particular appliances which are nearest to his every-day work and method of living. It is true that one-half the world does not know how the other half lives, and it is also true that one-half of those using electricity do not know in what manner the other half is utilizing the same kind of energy. The prime value of the exhibit lies in the fact that it tends to bring the two halves together, allowing them to intermingle and absorb the knowledge gained from the experience of others.

The exhibition and preparation of certain articles of food in a display room is often of distinct advantage. There is cleanliness about the use of electrical energy for cooking purposes that makes such an exhibit particularly attractive to the careful housewife—and as everyone must eat to live, the food exhibit is usually of interest to all, and a good adjunct to a display of cooking appliances. The adaptability of electric energy to the manufacture of foods is undeniable. The preparation and serving of all kinds of edibles can be demonstrated in such a manner that the brands of food, electrically prepared, become more interesting and more attractive to the public—the value of the food being enhanced and the consumption increased because electricity is used in its preparation.

The prime value from the central station standpoint of the display room and electrical exhibit is in stimulating the consumption of the company's product, and in adding business along lines which will be most profitable. There is a great diversity in the hours of use of all electrical appliances, and this diversity makes the added load very attractive to the company distributing electric energy. Most of such appliances are used during the daylight hours, when the average electric company has the least demand for its energy, and consequently the added load during off peak hours is unusually attractive. Again, most of the lamp socket appliances installed on the lines of an electric company mean additional load without additional investment, and the

income from such added load is at the maximum rate per kilowatt-hour, as service is supplied through the lighting meter. This condition applies to all appliances using 600 watts or less and includes irons, toasters, percolators, chafing dishes, heating pads, foot warmers, radiators, vacuum cleaners, washing machines fans, vibrators, and scores of other devices which may be put in operation in any room or place where circuits are installed for electric lighting. Such additional load does not mean the addition of more lines, transformers, services or meters, but on the other hand it produces a better utilization of the present investment—the ideal class of added business—the most desired by any central station manager. The more a company's lines can be packed with the lamp socket load, the nearer such company will have attained ideal operating conditions. There is a goal all good operators desire to reach, the gates of which are Minimum Investment, High Load Factor and Maximum Rates. The lamp socket appliance load in sufficient quantity will open all three of these gates.

The Educational Factor

The properly conducted display room will naturally aid in removing from the public mind any prejudice regarding the use of electricity, either as to a mysterious uncertainty lurking in the background or as to the cost of service; and will do much to educate the people regarding the far-reaching advantages to be obtained from the use of the electric servant whenever and wherever possible. At the present time this applies particularly to energy used in the home. Reliable help is becoming scarcer and more expensive each month and a greater number of families are compelled to do their own housework. The uses of electricity materially lighten the labor in the home, and when this is fully realized the bugaboo of housework will gradually be lessened or entirely dispelled, and then the demand for electrically operated appliances will probably be greater than the supply. Further, the advantages of electric cooking are now beginning to be understood, and as the understanding increases, electricity will be more generally used in the kitchen, because of its cleanliness, convenience and utility. The question of comparative fuel cost will eventually be of little moment. House lighting may still be done by means of other illuminants at less cost than by electricity, but because of its compensating advantages almost

everyone wants electric lighting. The same condition will one day prevail regarding electric cooking. There are compensating advantages in saving of time and labor, and in quantity and quality of food cooked, that far out-weigh any minor consideration such as fuel cost. The time is not far distant when all central station operators will require to be prepared for the load which is coming from this direction. The main factors which will hasten the day are exhibition, demonstration, education and the maintenance of high grade service to all cooking installations already made. In this connection well conducted display rooms keep electrical matters constantly before the public, and are of real educational service to consumers and at the same time of distinct advantage to all branches of the industry.

CHAPTER IX

THE SPIRIT OF PROGRESS

In these energetic times, the word "progressive" is dinned into our ears to such an extent that some people are liable to misunderstand its meaning or become absolutely tired of it. However, we of the electrical fraternity know that as progress leads to perfection, the progressive spirit is something to be cultivated by all connected with the great industry of which we are a part. If we are to progress we must be active. We must neither mark time nor stand still, for if we are not moving forward, we are slipping behind. Perhaps the American people comprise the most progressive nation in the world, and the most restless and inventive American is the Yankee. No less an authority than Chauncey M. Depew has stated his belief that the great inventiveness of this same Yankee is due to his fondness for pie. Pie twice or thrice a day will eventually produce indigestion in the strongest stomach, and with indigestion a man cannot sit still and remain peacefully contented. He must have action, mental and physical, and action will invariably produce results.

Land Transportation

Let us glance at the results of the progressive spirit in businesses which might be considered as correlated to the one in which we are engaged—that is the electric industry. This refers particularly to transportation, the telegraph and the telephone. Transportation has, properly speaking, three divisions: land, water and air. Land transportation may be traced back to the period when mothers first strapped their babies on their backs. Since that time more patents have been issued upon inventions relating to transportation than upon any other line of human activity. They range all the way from a tiny device for unhitching a runaway horse to the latest idea in guiding an automobile. It is well to pause and consider what this wonderful development in land transportation has meant for the civilized world; how the spirit of progress has linked country with country and nation

with nation, so that together and with the aid of each other they might move forward to fulfill their destinies. Think how these many railways have prevented the close congestion of population in large cities by opening up the surrounding territories, and reducing the time from the suburbs to the center. Railroads have made the rough places smooth; have annihilated distances, and at times have almost rivaled the sun in their speed. Progress is now beginning to revolutionize railway travel. Instead of continuing with the wasteful use of coal or other fuel, many railroads are figuring on changing their motive power from steam to electric—in fact, there are some thousands of miles of railroads in America already converted. In addition to the more economical operation with electricity, there is another advantage—for electric power increases the capacity of a single track road anywhere from fifty to eighty per cent.

Electricity on the Sea

Some of our fathers and grandfathers came from Europe in vessels which were conspicuously uncomfortable for passenger travel, as we now look back on them, but they were considered wonderful ships in those not so very far distant days. Should you now desire to go to Europe, you will observe what a marvelous change has been brought about by this same sprit of progress. You are ushered on board a great floating hotel, a structure so big that only giant waves have any material effect upon it, and so powerful that the energy it contains is measured by tens of thousands of horsepower. When you wish to move about on this castle there are servants at your beck and call for all purposes, and electricity is the servant of the servants. Little electric railways operate in the bowels of the vessel, and electric elevators lift you from deck to deck at your pleasure. Your state room is warmed or cooled by electricity as well as scientifically illuminated with lights from invisible sources. Your meals are cooked by means of electric energy and carried from the kitchen to the dining room by the same force. In fair weather and foul, you may work or play, eat and sleep, be amply entertained or peacefully rested on board of one of these great modern steamships, and all the time you are being swiftly and comfortably carried to your destination. It has been the tireless spirit of progress, working on time and possibly overtime that has wrought this marvelous change.

Invading the Air

But progress is still moving forward and we are now launched upon a new era of transportation which bids fair eventually to revolutionize other means of travel. Air travel had been well started before the great war began—but the experiences and necessities of the four years' struggle advanced air transportation twenty years ahead of what it would have been under peaceful development. Mail and passenger services in a limited sense are already in regular operation in many countries. A printed notice is posted in the office of one of the largest hotels in Chicago which reads, "The aerial mail for New York leaves here daily at 8:45 a. m." Such a notice is now read in a matter of fact manner by the hotel guests. More extensive trips, even transcontinental routes are now being planned for aerial travel—and before long trans-oceanic service for mail and passengers will be in effect over many seas. This new method of transportation will produce many changes in our methods of living. Possibly those of us who are "going up" will soon begin to discard surplus apparel, and even turn our pocket money into greenbacks, in order to cut down the weight. Those of us who stay down will probably require to carry as much accident insurance as those who fly, for we will never know what may strike us when we leave our homes. Only as far back as yesterday, all we had to look out for, when we ventured abroad, was the automobile, the bill collector, the trolley, the truck, the hansom cab, the taxi, the bicyclist, the switch engine, the gentleman who carried his umbrella under his arm with the ferrule pointing to a quarter past three, and the lady who walked one direction and looked another. That was all. But today, we not only have to look out for all those possibilities with our eyesight, but we have to keep part of it aimed at the sky above, for southbound aeronauts, whose little aeroplanes have failed to aero properly.

Without the inventions of two great men, rapidity and safety in railway traveling would have been impossible. These men were George Westinghouse, the inventor of the air-brake, and Professor Morse, the inventor of the practical method of telegraphy. Sometimes a big man fails to recognize the spirit of progress when it hunts him up. When Westinghouse was ready to exhibit a model of his air-brake, he sent a letter concerning it to Commodore Vanderbilt, the then leading railroad man in the country. Vanderbilt smiled at the idea of stopping

a train with wind, and wrote at the foot of Westinghouse's letter, "I have no time to waste on damn fools."—C. Vanderbilt. Later Westinghouse made a similar request to President Cassett of the Pennsylvania Railroad. Cassett listened and gave Westinghouse a chance to demonstrate, with the result that the railroad world was startled. Vanderbilt heard of the experiments and wrote to Westinghouse to call and explain the device. It is said Westinghouse returned the letter and across the bottom was written, "I have no time to waste on damn fools."—G. Westinghouse.

Development of Telegraphy

A story is told of one of the early experiments in telegraphy. For this experiment twenty-six wires were required from one point to another and at each end of each wire was attached a pig—each pig representing a letter of the alphabet. The current sent over a wire caused one of the pigs to squeal, and the receiver of the message knew that squeal called for a certain letter. It would seem as if the progressive spirit has done some good work since that first experiment. By and by a code system was worked out and a message could then be sent one way at a time on a metallic circuit. Then someone stumbled onto the fact that if the ends of the wires were stuck in the ground, one wire would do as well as two—in other words, the grounded circuit was put into effect. Then new inventions were added to new inventions, and instead of one message one way on one line at one time, we have a multiplicity of messages each way on the same wire. That was progress in itself—enough for an ordinary century—but not enough for us. Marconi and others said, "Why all this waste of wires?" "Why all those forests of poles?" And lo, wireless telegraphy was born. Every man has his own opinion as to the marvels of the period he lives in—but no matter what else the spirit of progress has developed during recent years, there can be no greater wonderment than the wireless message. To the uninitiated, it may seem reasonable that a sound or a flash can be transmitted over a wire—but to send and receive recognizable messages through ulimited, boundless space makes a staggering impression upon the ordinary man with average intellect.

Away back at the time when the telegraph and cable were the most wonderful things in the world, a young man was desperately

busy in a noisy machine shop in Boston. He was wholly absorbed in what appeared to be an absurd looking toy. For three years he was toiling over it, and then on a hot June day in 1875 an almost inaudible sound—a faint twang—came from the machine itself. That twang of a spring was the first tiny cry of the new-born telephone, as feeble and helpless as any other baby and "with no language but a cry." That young man was Alexander Graham Bell, and that baby of his, has grown until it is one of the greatest necessities of modern life. When it was patented, there was no name for it in the world's languages, and its description called for "an improvement in telegraphy." It is a pretty young child who would not know today that it is nothing of the kind. It is as different from the telegraph as the eloquence of the orator is from the language of the deaf-mute.

The progressive spirit is working. The wirless telegram has become an important servant in peace and in war. The wireless telephone is coming, and doubtless will be here upon a commercial basis in the not distant future. We may yet see the day when every man will be his own "central" and with a pocket telephone he may be able to talk to whom he pleases at his own sweet will The line then will never be busy, and the war tax on such messages will be hard to collect.

In front of the beautiful Union Railway station in Washington, D. C., there is this inscription:

"Electricity, carrier of Light and Power
Devourer of Time and Space;
Bearer of human speech over land and sea,
Greatest servant of man—itself unknown."

We are told that there is invested in the electrical business in the United States nearly four billions of dollars, and that this large investment has been piled up during the past thirty-five years. Thirty-five years ago, electric lighting was a marvel; today it is in nearly every home where the service is available. Almost every day sees some new application of electricity, which adds to our personal comfort, or to the easier or more economic transaction of business.

More Light

The progressive spirit is perhaps more marked in lighting matters than in many of the every-day necessities we think are ours by right. Our original human ancestor, as far as history informs us, was the cave man. As his name indicates, this pro-

genitor of ours lived in a cave—mostly because he did not know what else to do about a home. His activity was much along the same lines as other animals. He arose with the sun and retired at sunset, and had no artificial light at his command. He lived on roots, berries and raw flesh. He did not have to hunt for a cook, because he had no fire and no food that needed preparation. After all, his life was not without some compensations. Then one day he accidentally struck a piece of flint and a spark arrived. From that spark our business started. The cave man was soon staying out at night, and his wife awaited his return with a pine torch to illuminate his cave and some meat stewing in a kettle over a fire. Then, by and by, grease commenced hanging around that kettle, which would drip into the fire, and somehow the successors to the cave man got this grease hitched into a rope and the tallow dip was born, with an illuminating capacity of one candle power. It took centuries to progress, and eventually we got the oil lamp—then artificial gas, and by that time it was thought all that was good in lighting had been discovered. The world sat back contented with its illumination until about thirty-five years ago—and then a crude method of electric lighting was made commercially possible. Altogether there have been issued by the authorities in Washington more than 58,000 patents on electrical subjects, a large percentage of which are in reference to lighting matters. The Department of Commerce and Labor is the authority for the statement that the United States uses more electrical energy than any three countries in the world, and is the most brilliantly lighted nation on the face of the earth. Between the Atlantic and the Pacific and the Gulf and the Great Lakes, there are in use over one hundred million incandescent lamps. If these millions of lamps could be concentrated in one spot, their resplendence would probably equal one of the lesser orbs of the solar system.

It is not an unusual thing to hear some electrical engineer say, especially among the ranks of the younger men, "So much has been done in electrical inventions there remains so little to accomplish," or words with a similar meaning. A few years ago Thomas A. Edison, the man who has himself taken out over 700 patents on electrical subjects, used these words: "We have just started on our electrical way, and the chances of big, new electrical inventions are much greater than before the telegraph, the telephone, the electric light and the electric motor were

invented." There is plenty of food for thought in these words, and plenty of encouragement for all present and future electrical engineers in America. It wouldn't seem unreasonable for a live engineer to be worried because the progressive spirit seems to be crawling along so slowly. Look for instance at the one subject of efficiency in the generation of electricity. The definition of efficiency is "the ratio of useful work for energy expended." Think of it! In the most modern electric lamp, there is an average of about five per cent of the latent power in the oil burned, or the water force used in the distant power house. Ninety-five per cent is wasted, dissipated and lost between the oil tank or intake, and the tungsten or gas filled lamp. Were every bit of the energy stored in the oil or the head of water made available when a switch were turned, the light would spring into fifty lamps instead of into one as is the case today. It is true we look upon the tungsten and other modern lamps as far ahead of the carbon filament types. So they are, but consider how little of the energy as represented in the oil or falling water is given back in these newer lamps. One inventor speaks of the incandescent and arc lamps as "simply refinements of the torch of the primeval savage, or the common candle, and primitive and inefficient in their present form." If such is the case, there is plenty of opportunity for the progressive spirit. When we get all that should be gotten of the latent power, we will then have wondrous improvements and use for light. "Give us more light" is the cry in all parts of the land. "Give us the cheerfulness and protection which light brings." All country roads must eventually be lined with electric lamps, and as for the cities, they will yet be as bright at night as the highways on a June evening in the land of the midnight sun. Greater efficiency in production is all we need, and this must come through the efforts of the engineer. However, the generation and distribution of electric energy is not the only instance of low efficiency. There are many problems just as important along other lines—awaiting new inventions and better methods—awaiting the touch of the spirit of progress.

Limitless Opportunity

All electrical men, it appears, are not engineers, and there is much work laid out for others in the industry along distinctly progressive lines. Those who sell the product of the generating plants have still a task which needs careful study and constant

effort. For a long time, engineers have drummed into the commercial men the necessity of protecting the peak. Metaphorically speaking, both engineers and salesmen were wont to stand with their heads back and faces upward, gazing at the marvelous height of some imaginary peak, and wonder when it will stop climbing in that spire-like style. But times are changing—the peak bug-a-boo is coming into its inheritance, and the progressive spirit has already given it some early payments—in the back of the neck. Two things are contributing to the peak's diminishing importance—the one is the storage of water, making power available at such hours as it may be most needed, and the other is diversity of load. The larger the average central station becomes, the more territory supplied with service—the greater should be the diversity in the connected load. And with the diversified demand, the load factor should improve, and instead of the engineers worrying about peak, that is, the number of kilowatts of daily or yearly maximum demand, the worry becomes changed into anxiety concerning the generation and delivery of the number of kilowatt hours needed to meet the requirements of consumers. With the greater diversity of added load, spread over longer hours of use, business with poor load factor, which was once considered unprofitable, may be taken on with advantage, and business with high load factor, while always desirable, is not as important as it once was to the large central station plant. But the load factor of the central station plant itself may yet be so scientifically increased that the peak will almost entirely disappear. It is not unreasonable to expect that a 90 per cent load factor may one day be a reality. But there is much work to do before the load curve near the appearance of a straight line—before the electrical consumption of a territory supplied has reached a point approaching saturation. There are many present uses for electricity which are not nearly developed. There are many uses coming of which we may only dream today. The factories and workshops are eagerly calling for the money saving power. How about all the business to be obtained on the farms? The stores and office buildings are asking what else we can give them. How about the homes? Some will say "Why, look at what we have done in that direction!" Well, what do we see? Electric lighting everywhere—but not enough and not used for long enough hours. Maybe one or two appliances in the average home, just to show how useful they can be. But look at all the

drudgery in the home which may yet be relieved. Look at the tired women and weary men who are wearing themselves out because they do not know where to turn for asistance. And all the time we have the sevant to do their work, but they don't know it. It is someone's mission to teach them—to point the way to rest, ease and comfort and incidentally to raise the consumption of the central station over all hours of the day, and bury the peak forever.

From the Cradle to the Grave

There is no denying the fact, however, that this spirit of progress is running parallel with the strenuous life. There was a time when a man entered his own home, he might expect a certain amount of peace and quiet. Maybe that time has gone and never to return. The era of electric appliances is with us, and from the moment we enter our houses, even until the instant we leave them, we are butting into some current consuming device. It takes a pilot to keep clear of cords and wires attached to irons, toasters, curling tongs, foot-warmers, vibrators, hair-dryers and automatic pianos, and if the cords are passed in safety, one's fingers are liable to be burned by handling some innocent looking article which in reality is as hot as blazes. Times are changing. A little while ago, electricity was a toy that doctors and children played with. Now we cannot get along without it. From the cradle to the grave it stays close to us. If there were only some way to blow it out, it would give complete satisfaction in every direction. The modern infant has his milk warmed by it. Growing up he may wear an electric belt for what ails him, and have his diseases and pants pressed with an electric iron. His food may be cooked electrically, and he may be run over by an electric car, carried in an electric hearse to the cemetery and there electrically incinerated. We cannot tell to what uses electricity may be put in the next world, but there is an idea prevalent that a properly constructed halo must be made of a short circuit.

The progressive spirit is evidenced not only in manufacturing and selling the product, but also in seeing that the consumer gets all that he should in the way of attention and education, which will make the service most beneficial, satisfactory and agreeable. The man who can install an electric motor in place of a steam engine has made progress, but not more than the man who can show a customer where he can make two horsepower of energy do

the work of three. The man who can induce a customer to burn two lamps where he had only one before, has made progress, but not more than the man who by scientific distribution of light can show a customer how he can make five lamps do the work of ten and have better illumination. The man who can make a customer understand the importance and usefulness of his company in a community, has shown the progressive spirit, but not to a greater extent than the man who has made a customer believe in his company's integrity and its sincere desire to serve the people.

After all, the spirit of progress is entirely a personal matter. We speak of a progressive city, when we really mean the citizens who live within its borders. We speak of a progressive company, when we really mean the men who guide its course and control its management. We speak of a progressive individual, and we mean just what we say. What we need is the ability to recognize progress when it comes, then to get behind it and help it along. There are times when some people don't or won't recognize the working of the spirit of progress, because its coming may look like inconvenience or injury to their business. In the constant evolution from one stage to another, there must be re-adjustments which will disarrange the old order of things. We had better make up our minds to accept the changes, even if they temporarily hurt us—for we cannot stop progress. Every man connected with the electrical industry holds a mandate which should compel him to welcome every forward movement, so that all may recognize that the spirit of progress is the twin sister of electricity—the Goddess of the Wires.

CHAPTER X

THE DISTRICT MANAGER

It is quite impossible for a large public utility company, supplying an electric, gas or telephone service, and covering a great area of territory, to handle all its business through one office. "Remote Control" may be of advantage in the distribution of some high voltage currents, but it is a poor way to serve customers who may reside at some distance from the central or general offices. Consequently, for the better protection of business and as a means of supplying a higher grade of service, the territory occupied is usually divided into districts, each one of which being in charge of a district manager. This is an important position, for not only is the operation of the company's business in his hands, but also its standing in the community and its local reputation for integrity and progressiveness. The district manager acts for the company in its intercourse with the public by virtue of his appointment, and he acts for the public in its intercourse with the company by virtue of his position. He must fairly represent both sides, as they are really a unit, the dual relations being so intermingled that a parting of the ways does not exist. That is, the permanent interests of the utility company and of the consumer are really along parallel lines.

The Organizer

While working under the direction of the general offices, the district manager must have an intimate knowledge of the work in all the departments of his organization, and of the duties and capabilities of each of his men. He must be not only a manager, but an accountant, engineer, salesman, foreman and cashier, and with it all, a master of diplomacy. The processes of modern business are sometimes likened to a complicated machine, and the executive must program every part of his organization as carefully and thoroughly as the inventor designs the details of a great engine. The management of a public utility company is organized thought, exactly as the machine is the organized thought of the inventor.

The district manager should be a specialist along lines which make for efficiency in administration. There is just as much opportunity for real invention in the field of organization and administration as in the field of mechanics. The mechanical inventor studies out a machine in which all the parts are to work together to produce a given result. In doing this he deals with inanimate material; his work is wrought out along fixed mechanical lines; he knows in advance how each gear, spring, pulley and lever will fulfill its mission. Its power to do is a mechanical certainty. The mechanical inventor does not give to any part of his machine any latitude whatever, and all the initiative must come from him.

The true executive, be he general manager or district manager must also be an inventor; he, too, studies out a working machine where all the parts are to move in harmony to produce a given result. However, he deals not with inanimate material, but with men with wonderful possibilities of initiative to help or hinder the working of the organization. To men working as parts of one harmonious whole, must be given a certain amount of latitude, in which to exercise whatever power of initiative they may possess. They must be given intelligent direction and then left, in a measure, to work out their problem in their own way. Of course, they are always under observation, and their work follows certain established lines—but no code of rules or regulations ever drafted can take the place of intelligence. The district manager should have a knowledge of men, exactly as the mechanical engineer has a knowledge of materials and mechanics. The right men must be trained and fitted into their proper places in the machine in order to obtain the right results.

The Real Head

The public utility company which is operating in a large territory, with an eye to present requirements and future success, must build up the standard of the district manager. Men of high grade should be selected for the position, and the position should be made as important as possible, compatible with a company's general organization and methods of operation. The district manager should not be a puppet or a marionette to act and move when some one in the general offices pulls a string. He should be the real head of his company in the territory under his control, and should be a conspicuous figure in that community.

His company should be localized and the general offices of the corporation should only be referred to incidentally, in all intercourse with the public, and not as a center from which all instructions must come and all authority emanate. The district manager should be made responsible for the development of his local organization—and with this responsibility he should be expected to obtain satisfactory results.

The district manager may not have had an engineer's training, but at any rate he should gradually become an engineer by absorption, and should be absolutely familiar with the commodity handled by the company, and the various methods of distribution which it has adopted. He must know all details in order to talk intelligently, either in public or in private, and understandingly to direct the work of the men under him. His position is no sinecure—but a real active job, requiring the use of all faculties and the benefit of all his experience.

Custodian and Guardian

Perhaps one of the most important positions the district manager has to fill is that of custodian and guardian—custodian of the company's property and guardian of its interests. The property of the company in his district is under the general supervision and care of the manager, and as far as possible, he should know all that is going on, or being done in the way of changes, additions or betterments to the system. The care of the property also means its proper maintenance, and maintenance includes its appearance to the eyes of those inside and outside the organization. Cleanliness, neatness and tidiness are just as essential as quality and stability, as far as the public is concerned, and these attributes should never be overlooked. He should also know the weak places, if there are any, and be on the alert and able to act promptly should any trouble occur either from accident or destruction caused by the elements.

Not only are the plants and buildings under his care, but he must be familiar with the franchises, licenses and permits under which the company operates, to see that nothing may be considered by local legislative bodies which might threaten or imperil their value. With this end in view, it is of the utmost importance that all matters affecting or liable to affect the company's interests directly or indirectly should be immediately brought to the attention of the proper department in the general

offices. The manager should not take it for granted that anything of local importance will be known without his saying something, but he should promptly send in his report to the proper officer. If the information has already reached the officer from another source, it won't hurt to have it again. Far better that the report go in from two sources than none at all. On the other hand, after making his report, the district manager has relieved himself of a certain amount of responsibility and can then await instructions how to proceed further.

Administrator of Funds

The district manager is at all times expected to defend and advance the interests of his company. When it comes to the question of spending the company's money for any purpose, he will find it a good rule before making a recommendation to ask himself, "If this money were mine, if this business were mine, would I make this investment?" If he makes an unqualified recommendation for an extension, be it big or little, it should only be after giving an affirmative answer to this question. There may at times be reasons why it might be necessary for him to pass an application for an extension up to a higher officer without a recommendation, and the extension may be authorized for special reasons, perhaps affecting the company's interests elsewhere. However, it is up to the district manager to thoroughly understand local conditions, and the company must rely largely on his knowledge and recommendations, before authorizing any increases of investment in his district.

Business Builder

Perhaps in no other line of industry have there been as many changes in connection with business development as in the central station industry. Only a few years ago, the business was entirely confined to that of supplying light. For five or six hours daily the plant was busy, and for eighteen hours it practically stood idle. Interest and depreciation, however, were going on all the time, and the cost per kilowatt-hour generated and distributed was necessarily high. Gradually a power load was developed, and the plant was busy for another twelve hours, and fixed charges per unit were enormously reduced. Then certain kinds of business were induced to operate all through the night, and the central station plant eventually began to pull

some kind of a load for twenty-four hours each day. But the alert district manager knows that there is no limit to the development of the electrical business. He will regularly gather around him his salesmen and assistants, and show them what can be done to increase the company's income from present investment, and to point the way to profitable extensions which will produce greater earnings for the company in the future.

Some men say the lighting business has already been developed. The alert manager can show his men that there is not a home, office building, business house, industrial plant or factory in his territory that would not be better off if more lights were added in this place or that. More and better street lighting is demanded, as a precaution against accidents and a protection to life and property. This field is capable of great development. Electric power is now used in every direction—but not to the extent it should be. The alert manager can show just where more can be added to present installations, and where it can be introduced to displace other prime movers whose operation may be improved upon. And when it comes to the newer uses for heating and cooking, the alert manager can say to his men, "Gentlemen, you may start all over again on every street in every town, for every present consumer and every new customer must eventually own and operate an electric range." Scores of proven appliances for new uses are appearing for sale every year, and when these appliances may be counted by the hundreds of thousands on a company s system, there soon comes a demand for reinforcement of distribution lines in residence districts and a more constant load on stations and substations every day in the year. The alert manager knows he is now at a stage when load building has become more scientific; where load factor improvement is substantial, and where present investment has no idle hours—and that eventually the only limit to scientific development may be a load curve which will resemble a straight line.

Collector of Revenues

Not the least of a district manager's duties is that of collecting the revenues derived from the service supplied. It is well worth remembering at times, that all the work of harnessing the mighty mountain streams, all the work of building great power houses, all the money invested in long transmission tower lines and local distribution systems, all the feats of engineers, all the grinding

machinery, all the executive ability of the officers and all the routine of the clerks—every detail handled from the president down to the elevator boy, lead up to the meter—and the product of the meter is dollars and cents.

The business of a central station company cannot be run successfully without giving liberal credit to thousands of people. Corporations such as street railways, transportation companies, telephone companies and department stores, receive their money before the goods are delivered, but the electric company is required to deliver its service before it becomes due and payable. Consequently, it is of paramount importance that after waiting a month or more for its money, the electric company should collect its revenues as soon as possible after they become due. There are thirty-seven reasons why electric bills should be collected promptly. The first is, the company always needs the money. The second is that it is easier to collect soon than late. The alert district manager has no care about the other thirty-five reasons—the first two being sufficiently convincing. The amount of latitude and discretion given a district manager in handling certain individual accounts should be liberal. This refers to consumers whose business is seasonal, and whose money receipts may be irregular for one reason or another. But the general results are reflected in percentages of collections to moneys due, and the alert manager will see that the percentage of his delinquents is held down to a minimum. There is always the last resort for an electric company to adopt when forcing payments, that is, discontinuance of service. This is usually effective, but should not be used until all other means of persuasion have failed. No man or woman ever feels the same toward a company if the service is once disconnected for non-payment, and it is sometimes better to nurse a delinquent along for a while, if there is a reasonable hope of settlement, rather than abruptly to sever the connections and leave a consumer sore and resentful for years afterwards.

Harmonizer

The district manager requires to be a man of many parts, and there is no part more important than that which might well be termed "the harmonizer." The best definition of harmony is to say that it is the antithesis of discord—and if discord exists within the ranks of an organization, or with consumers on the

outside, there is friction—and friction means loss of power. The harmonizer in a district is able to make the company's affairs run smoothly, and as harmonizer, the district manager will find it advisable at times to use a considerable amount of oil in order to reduce friction to a minimum. While the district manager must never lose sight of the duty he owes to the company, he must frequently put himself in the other fellow's place, so that he may properly understand some conditions and adjust them satisfactorily. The employes working under him will sometimes become fractious because of real or fancied grievances. If harmony does not exist in this direction, some part of the company's business will surely suffer. In handling employes, the district manager needs to use great tact to smooth out the wrinkles, to encourage where encouragement is needed, to reprove where reproof is necessary, and to commend where commendation is deserved.

Friendly Relations

The company must look to the district manager to maintain friendly relations with its customers. He is the main point of contact, and by precept and example, it is up to him to indicate how the public should be cared for. The clerks, collectors, salesmen, meter readers and trouble men are liable to do in this respect what they see their superior do, and what they know he wishes to be done. And the public will keep on judging the company by the words and acts of the employes it sees rather than by the published policies of officers and directors who are seldom seen and rarely known. The district manager cannot be too careful and particular in the selection of employes coming in direct contact with consumers and the public. An ill-natured, indifferent clerk can make more trouble for the company in one day than two tactful men could patch up in a month. The very existence of the company depends upon the good will of its customers. The business cannot be developed if present consumers are not satisfied, and they are easily and willingly pleased and satisfied if they receive that courteous and prompt attention to which they are at all times entitled. The alert manager will find that a bright, cheerful office, devoid of partitions, gratings and windows between the employes and the public, will have a beneficial effect and help both clerks and customers to understand each other better. The manager cannot give too much

attention to what goes on in the front of his office—an observing traveler tells of the following incident:

"I stood in a large railway station, awaiting my turn at the ticket window. Before me in line was a man neatly clad, clean and unmistakably a foreigner. He quietly passed a five-dollar bill beneath the rod and waited. The ticket agent caught up the bill with a vigor that threatened to tear it in two. 'What do you want?' he grumbled. 'I want to go to Boston,' said the man with imperfect English, but with perfect courtesy. 'To Boston! bellowed the agent, 'I guess you don't know what you want.' 'I want to go to Boston,' repeated the man. 'You're either drunk or crazy,' snapped the other. 'This won't buy a ticket to Boston,' and he thrust the offending bill back through the window with a grunt that dragged itself into a crude smile as he turned to me. The stranger-in-our-land took up his money and walked away, his face pathetic in its pained bewilderment.

"As I folded my ticket, I caught the comment of a keen-eyed business man who stood near. 'Well, I always thought I knew why they have gratings on ticket office windows, but that incident gives me a new idea—it's to keep some agents from hitting the patrons of the road. I tell you, if I were a railroad president, I'd disguise myself like our friend bound for Boston, and two or three times a year I'd call upon every one of my employes. Whenever I'd receive a shade less consideration in my disguise than I received as 'the boss'—the man guilty of discriminating would be discharged."

The district manager may well look into the question as to how many of his employes are rendering the same kind of service to consumers as they would to him as the boss. How many would stand the business man's test? Of a different type is a story that comes from another source, concerning a recent incident in the office of a power company. A customer, who was also of foreign birth, called one day on the manager to ask for some information regarding his account and contract for service, to be used in connection with a lawsuit the customer had with a third party. The information asked was duly sent and later the customer called upon the manager. He said, "Mr. Blank, I want to thank you for the data supplied, and your courtesy extended to me in connection with the matter." The manager stated that he was glad to furnish the information asked, and told the customer that as for the courtesy, he was entitled to

receive that at any and all times. The customer smiled and said, "Mr. Blank, before I die I am going to visit Ireland, so that I may learn to say some things as nicely as you do."

The Arbitrator

Experience has demonstrated that in the public utility business, the time comes around when trouble of some sort is threatened in each district. It may be a municipal ownership agitation; the application for a franchise by an opposition company, or a demand for a concession in rates, or something else. Then it is that the company needs a friend and then it is that the public remembers all the good and all the bad that the company is responsible for in the past. The district manager may have people pulling for him or working against him, depending upon the way these same people have been previously treated in their intercourse with the company through its employes. One thing is sure and that is, if all the people were pleased with the company, then they would all be on the company's side in any controversy. Knowing this to be a fact, the wise district manager will see that all his points of contact are so protected that no matter how a customer may feel when he enters an office, he will go away pleased. Such a condition may be of greater value than all the franchises, permits and licenses that could be granted or awarded. At any rate, such franchises, permits and licenses must automatically become more valuable, when the permanent good will of the public has become a part of the company's assets.

CHAPTER XI

POTENTIAL PUBLICITY

In the conduct of a central station business, the subject of advertising is one that should receive as much thoughtful consideration as any other part of the organization's work. Good advertising is as useful to an electric company as it is to a department store and may readily be developed into one of the mainstays of the business. However, the methods and mediums used by the department store may not be the most effective if applied to the electric company's business, and it becomes a problem or rather a study as to what direction a central station should follow, when spending its yearly advertising appropriation.

Classifying the Public

If we take it for granted that the Management acknowledges the importance of advertising, the question arises, "What are the best methods of publicity?" Probably more than anyone else, the man who advertises must put himself in the place of those whom he wishes to reach. With this idea before him he will understand how to attract the attention of the public, where to place his advertisements, and when the psychological moment arrives to produce the best results. Now, advertising of any description must attain its object by a well-defined process. In the first place it must awaken attention; next, promote inquiry; then arouse desire, and, finally, create a demand. Again it may be asked, "What is the best method of doing all this, and increasing the sale of electricity?" For the reason that the public cannot all be reached through the same channels, it follows that in various ways, all honest advertising is good. Some people never look at the advertisements in the daily paper, but will eagerly scan each advertising page in a magazine. Others never observe an advertisement in a periodical, yet their eyes catch the announcement on a bill board or the card in a street car. Again, there are others too absent-minded to note anything on

bill boards or in a street car, but, put a circular or letter in their hands, and it will be read from beginning to end. Consequently, if it is the desire to reach all classes, every reasonable method of attracting attention should be used. It may not be desirable to go after all classes of people at once, but the medium of advertising most adapted to reach each class should be used at a time calculated to produce the best results.

The Supremacy of the Newspaper

Effective electrical advertising should saturate the community and forcefully emphasize some definite objective. Failing in this it is incomplete and its compelling element is endangered

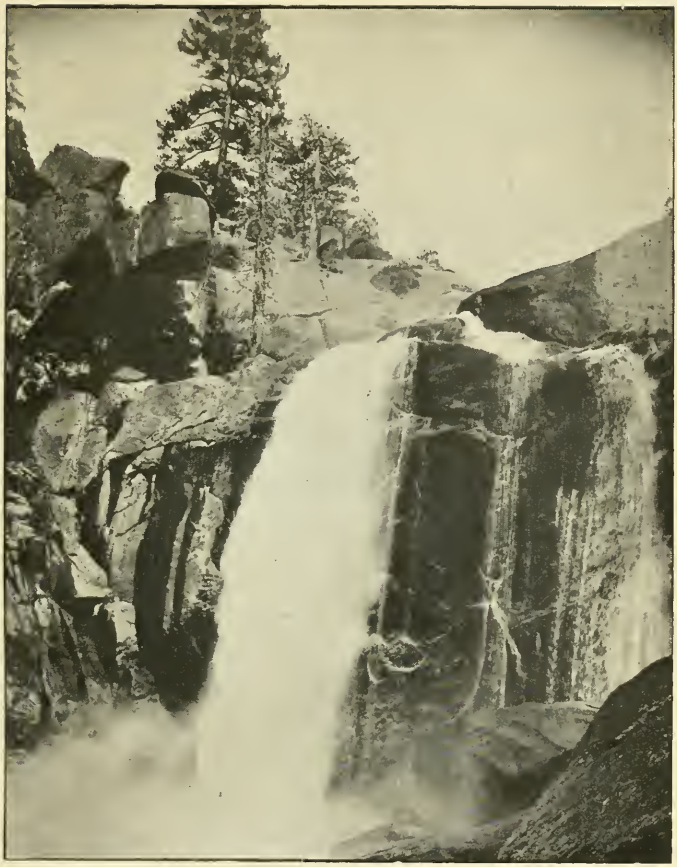
The newspaper is the medium of advertising through which the largest number of persons may be reached. It is essential, however, that a newspaper advertisement should dominate the page on which it appears.

and sometimes lost. Advertising, like literature, poetry, music, drama, art, oratory, and preaching, is not an exact science, and no theory of metaphysics can determine with anything approaching exactness the mental impression it implants. Newspaper advertising, however, in its far-reaching scope, so far preponderates all other mediums of communicating with the public, that it takes first place. In segregation, other methods can be treated as intensive, stimulative and auxiliary. The number of people who receive and read a newspaper is the first consideration which

an advertiser gives a publication when contemplating its use in presenting his proposition to the public. Generally speaking, this is a correct hypothesis, but it is subject to many modifications. Duplicate circulation, while it may not be an entire loss, is not scientific or economical advertising. Quite a large percentage of people read both evening papers and morning papers, but the ratio is not sufficiently high to jusify an advertiser who wishes to reach every home in his community in discriminating between them. The Sunday papers in the larger cities running from 100 pages up have enormous circulations, but it may be accepted as fundamental that as the size of the paper increases, the proportion of its advertising matter which is read, decreases. Selecting the best position on the page of a newspaper on which an advertisement is to appear and choosing the page where is will be most apt to be read by the readers the advertiser desires to interest is a subject for thoughtful study. The type of copy—the nature of appeal, should be made to conform to the position of the advertising. It is obvious that advertising positioned on a women's page, should have different treatment from that on a baseball page.

Central Stations and Cooperative Publicity

The electrical industry is just beginning to enter the advertising field, with the prospect of quickly becoming one of the greatest, if not the greatest, patrons of printing ink in the world. That it has not done so sooner is due to many reasons, among them being that the demand for electrical installations was so great and so spontaneous that advertising was not deemed necessary. The problem of the central station companies was to finance the construction of generating plants, transmission and distribution lines, in order to keep up with the multiplying demand of the public. But as the business developed and the size and number of generating stations increased, the question of scientific load-building had to be considered, so that the product of these plants should be constantly used, and here is where advertising stepped in, and worked to advantage. Today, an era of cooperation has been reached by means of which the various branches of the industry—the central station, the manufacturer, the jobber and the dealer—are working together for the benefit of all interested, including the general public. The time is at hand when electricity may be sold through advertising as freely as any form of



The harnessing of the country's waterfalls vitally concerns the public and they should be kept in touch with new enterprises.

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merchandise, and united efforts in that direction are already producing wonderful results on the Pacific Coast.

In the West, the central stations were the pioneers in electrical advertising. They took up the work of the advertising and selling of electrical appliances before there were any electrical dealers in the territory who were interested in their sale and use. They did it, not because they desired to enter the appliance business, but because it was necessary that they take the initiative in order to blaze the way for future business and the development of the central station's load.

It is due to the initiative of the central station companies that the use of electrical appliances became popular, and in nearly every town of importance in California dealers with well equipped establishments are now conducting thriving businesses. Through cooperation, the manufacturers, jobbers and contractor-dealers have now become substantial advertisers, and the character of central station advertising is undergoing a change. Instead of promoting the use of any special device or appliance, the central station company's advertising is now turning toward more general educational lines, emphasizing the many advantages of electricity and the benefits derived from electric service supplied through modern methods of distribution.

Advantages of the Large Space

It is obviously the duty of central stations to patronize the local papers in their respective communities, not only because they are good mediums for advertising, but also because they must be regarded as institutions of their respective cities and towns, and classed with chambers of commerce, boards of trade and promotion associations. Large space advertising is necessary nowadays to bring big results. Once a double column four-inch advertisement was believed to have drawing power, but a very careful keying of these small announcements proved conclusively that they could not be depended upon to produce any results in a sales campaign. Department stores and all of the larger advertisers have found by experience that an advertisement, to have selling quality, must dominate or occupy the page upon which it is printed. Some years ago a large central station company, doing business with a group of newspapers in the territory which it served, was obliged to take the initiative in introducing the lamp socket electrical appliances to its con-

sumers, because the few dealers in the field were not in a financial position to carry on a comprehensive promotion campaign and the manufacturers were advertising almost exclusively in national publications. This company had previously followed the conventional plan of using a small advertisement in daily and weekly papers in its territory, but continued changes of copy and carefully watching for sales showed with practical conclusiveness that this method of advertising had no selling value worth mentioning.

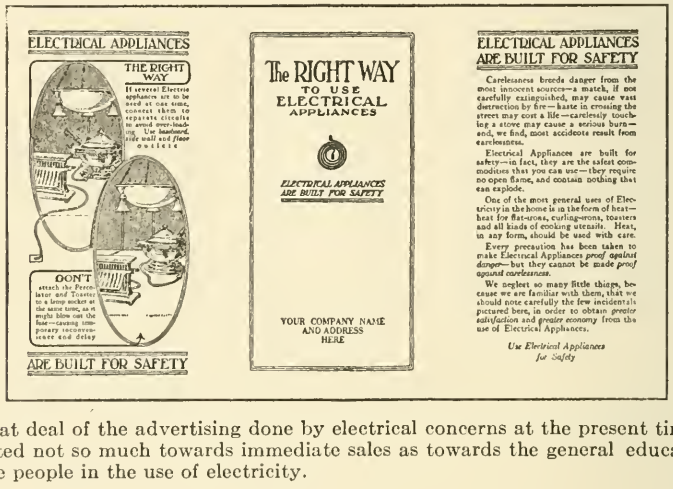
Accumulative Advertising

This company offered a manufacturer a very large order if he would construct a certain electrical appliance, which it was believed would eventually become a necessity in every home, if offered at a popular price. As it was necessary to sell the utensil at cost, the company could not afford to boost it with a large additional advertising appropriation, and the problem of accomplishing the desired result without increasing expenditures was referred to the advertising manager. After studying the situation, he proposed a plan which at the time was original, but has since been adopted by a number of central stations and utility corporations, and is known as "The accumulative advertising system." It consisted of an arrangement to take the total money value of the advertising which the company had paid to newspapers during the previous year; figure this amount into the number of column inches of advertising which it would purchase at the column inch rate during a calendar year, and divide the annual payment into twelve monthly instalments. The plan has now been working successfully for eight years, the advantage being of turning the small space advertising of negligible value, into a valuable asset by making it possible for the company to run page and half-page advertisements whenever it desires. The very first appearance of this large advertisement showed its drawing power, and within three months the sales of the appliance which the company was promoting had exceeded expectations by many thousands, and has now become a thoroughly standardized utensil and one of the principal articles now sold by electrical dealers. The accumulative system as it is operated by this company is believed to be the simplest form of carryingad vertising accounts with a large number of papers. On the first of each year, the amount of the annual appropriation for each of the 140

newspapers on the company's system is worked out into column inches, as for example: a newspaper appropriation of $20 per month, or $240 a year, with an advertising rate of 20c per column inch, is entered on a loose leaf bills payable ledger sheet. At the top of one column is placed the 1,200 column inches of space which the annual appropriation purchases. The monthly payments of $20 are placed in another column as they are paid. The company has a drawing account against the paper for 1,200 column inches of advertising space per year, and it can be consumed in anything from page advertisements down to one-inch notices as the requirements of the business may demand. As this space is consumed, the advertising agent turns in the clipping of the advertisements to the auditing department, with the number of column inches, accompanied by a blank which shows whether it is chargeable to stock sales, new business or other purposes, and these column inches are recorded in their proper places on the cards. At any time the advertising manager can see by looking at the ledger sheet of any paper just how many column inches stand to the credit of the company for the remainder of the year, and can so arrange that his last advertising, which is usually the Christmas advertising, exactly consumes whatever space remains in the paper at the last of the year. Instead of reducing the advertising appropriations for the papers, this system has shown that large advertising space is distinctly advantageous and has resulted in general increases. There is nothing in the plan which presents additional appropriations for papers in which advertising has proven profitable. The column inches made on the first of the year can be increased, when the selling power of the paper shows that its space is valuable to the company. It is possible for the advertising manager to tell which papers are bringing results from their advertising, and to increase the company's patronage accordingly. It also gives an initiative to publishers to assist the electrical industry by news items, which tend to make the advertising more profitable, and in turn to increase its use by the central station company.

There is a class of advertising which is not designed to have a direct selling quality, and which is intended to educate the public into greater use of electricity and give information concerning the advantages of high grade electric service. Such advertising to be effective, should make definite statements and not deal in platitudes. For educating the public to appreciate better light-

ing service, there are many arguments, among them the greater efficiency of new types of lamps and their placements so as to produce the greatest amount of illumination for the smallest expenditure of current. In advertising power service, such definite arguments as the advantages of the individual drive as against line shafting friction, is illustrative. It is well to announce that the company's illuminating engineers and power experts are always available to take up with consumers the details of their individual problems. In advertising the advantages of electrical appliances, the free services of demonstrators may be announced.



A great deal of the advertising done by electrical concerns at the present time is directed not so much towards immediate sales as towards the general education of the people in the use of electricity.

Simply to advertise good service, or to claim that your service is the best service, is manifestly stupid if you do not give some tangible reason for the assertion. The unsupported proclamation savors of the man who professes himself a fine fellow, but does not back it up with any demonstration or performance. There is an antique which runs something like this: "If our service is satisfactory, tell others; if not, tell us." There is no logical reason why a consumer who is forced to borrow a candle because his lights grow dim, should make a profound secret of the reason for the borrowing. It would be well for him to hand in his complaint to the trouble department of the corporation which exists to furnish him good lighting service, and if the service is usually excellent, it might be of advantage to the company if

the complainant tells his neighbor that this particular trouble is the first he has had for many a day.

Being Frank with the Public

The necessity for what was termed "political advertising" has practically passed away in states where electric rates are regulated by Public Utility Commisions. Occasionally, however, there are communities where rate matters and other questions affecting utility corporations become subjects for public discussion. In such cases, it is the duty of the utility company to tell the people frankly through the medium of its newspapers, all the facts which enter into this contention and to do so by the free use of advertising space. Emergencies of this kind are in the nature of campaigns, and should be vigorously and fearlessly conducted by the utilities. To rush into print with a kind of advertising which was formerly termed "public utility advertising" when no controversy exists is apt to "sow the wind and reap the whirlwind." A public utility advertising expert who has made a study of practically every series of the class of advertisements referred to, that have been offered utility companies during the past decade, had divided such advertising into two classes—the "boastful ad" and the "whining ad." The first kind when put under analysis simply tells you how wonderfully good the company is and is prone to provoke discussion by those who do not relish the laudation of corporations. That prolific writer, Pro Bono Publico, has a liking for basing letters to the editor upon these boastful announcements, and the company that prints them sometimes finds that it has started something where nothing exists. The whining or hard luck ad, which tells us what a miserable time the company is having to eke out an existence, is not cheerful reading matter or encouraging to stockholders, and its psychology is to produce sarcastic comments. The farmer is beset with weevil in the wheat, the orchardist with the scale, and the merchants who have troubles of their own are prone to remark that if the public utility man does not like this avocation, let him go into the balloon business.

Electric Signs and Billboards

Electric signs are the latest, and without question the best method of what can be termed stimulative advertising—the class of advertising which by brief,concise statements emphasizes

a fact, and often induces the reading of the more elaborate announcements in the advertising pages of the newspaper. The electric sign writes its story on the night and is seen where printed signs would never be noticed. One of these signs, which originated in Los Angeles, flashes a slogan which tells the story of electrical advertising. It has since glowed on the Palisades on the Hudson overlooking greater New York, has been used in many large cities, and illustrated in a well-known advertising magazine. It reads, "Night Signs Bring Day Business." The central station has a direct interest in stimulating the use of electric signs—and in this respect should be a good patron of its own product. An electric company can well afford to use electric signs on its stations, sub-stations, garages, warehouses and all its offices, and such use will stimulate others in a community to do likewise.

Billboards are very effective for stimulative advertising and much more so if electrically illuminated. The newest uses to which they are now devoted is to call attention to advertisements which are to appear in the issue of the daily or Sunday newspaper. They should contain but a few words, and these must be so largely displayed that they can be read from across the street, or by those riding in passing street cars. If they are typed too small they are worthless. Street car advertising is an excellent means of communicating brief, pungent statements. People have plenty of time while they are riding in street cars to read the advertising cards and they usually do so. Such advertising is sometimes productive of surprising results.

Using the Backs of Bills

Advertising on the backs of electrical bills may not be considered high grade publicity, but is useful for certain promotion work. The cost, however, is almost infinitesimal in proportion to the large distribution, and may be considered an advertising by-product which should be conserved and put to the best possible use, by carefully preparing the copy. This method of reaching consumers should not be overlooked or wasted any more than are the coal-tar or lamp-black utilized as by-products of a gas plant, or residuum at an oil refinery. Theatre programs have merits as auxiliary advertising, but they must be regarded the same as church catalogs, hotel register advertising and that entire class of publicity which reaches only a very limited number

of people—and simply touches spots in a community. To use an electric metaphor, it has a low load factor and it bears the same relation to a comprehensive advertising plan as the massed cluster lights did to modern street and highway illumination.

Advertising Copy

In the preparation of advertising copy, the first consideration is to make a strong, forceful announcement, typed in sufficient size to catch the eye. To visualize an advertisement, it should be prepared so that the words which are used to impress will stand out in bold type. The connective lines can be cut down to very small type as they are merely there to make the legend consistent and grammatical. If the main statement catches the eye, the advertiser can consume a great deal of space in type no larger than the text of the paper, and be practically certain that it will be read. A very good form is to place these small text announcements in a one-column box in the advertisement. The displaying of an advertisement should not be trusted to dashing a few pencil marks under the words which are to be printed in big type. Type is all made in standard sizes, the height being measured in points. A type-book, available at any newspaper office, gives specimens of these types, showing the height, width and number of letters that can be made to fit into a column line. By taking one of these books, and working out the typing of an ad on the point system, the exact result desired can be produced instead of leaving the important matter of display to the chance choice of a compositor. It is usually best to type ads in one series. Breaking series gives printed matter the same look as a letter penned in the handwriting of several persons. It implies utter ignorance of the art of printing and has a haphazard appearance. The illustration of advertising can do much to improve its effectiveness. It is a part of the business, however, on which many copy-writers go wrong, simply because they have not the necessary knowledge of the technique of reproduction and photo-engraving. Most photographers are unfamiliar with reproduction processes, and do not know how to take photographs so that they will reproduce at correct angles and proper perspectives.

The central station manager must not overlook the value of folders, circulars and follow-up letters. These are all effective for special educational and promotion purposes. The fact that they may be mailed to selected lists of prospects or consumers

ensures their getting into the hands of those who are likely to be interested in what is told or offered, and because of this, satisfactory results may be reasonably expected.

The Possibilities of the Motion Picture

Motion picture or film advertising is destined to become a great factor in publicity. It has possibilities of being educational in the highest sense and its scope seems sufficient to include all of the other classes that have been touched upon. But as yet it has not been worked out or reduced to anything having a semblance of system. The obstacles which stand in the way of its general use are these: Large moving picture houses that run five-reel features, and short comedy, and are now supplementing the entertainment with vaudeville and musical attractions, are cutting out the travelogue and educational pictures, and will not use any film that has even an indirect advertising announcement. The neighborhood and rural picture houses will accept educational films with a small amount of advertising included, and if the picture is good many of them will present it without any charge. It would be necessary to run a film through all of the neighborhood and rural theatres in a community in order to give it a general publicity value, and this cannot be accomplished under any of the present releasing arrangements. It therefore follows that money expended for a film without some system of having it displayed, is more or less of a venture. Whether or not the electrical industry can evolve some particular method of film production which will take it out of the class of small spot advertising is an interesting problem, and worthy of careful thought. The cost of producing one negative of a commercial film ranges from one dollar per foot up. Exteriors such as power plants, hydraulic installations and out-door lighting effects cost the camera man's time and the price of the film, including its development. In some respects the moving picture, as an advertising medium, has no equal and there is no business that can use it to greater advantage than the electrical industry. The electrical business is essentially active and aggressive—it spells activity in all its uses. The motion picture can represent action better than any other advertising means—it is activity personified and is destined to become one of the great mediums for telling the electric story of ease, comfort, economy, health and hope for all.

Each type of advertising which has been referred to must be sincerely honest, and have proof for its underlying principle. Fake advertising is always a boomerang. It pays to advertise only when the advertising is truthful, for "above all things truth beareth away the victory."

Advertising and Development

The well operated central station company makes an advertising appropriation at the beginning of each year. Of the total appropriation, experience has indicated that approximately seventy-five per cent can well be spent in newspaper advertising, and the remainder distributed among the other mediums and methods mentioned. The amount of this appropriation depends upon the amount of intensive or extensive developments desired —and this development often depends upon the funds available for additions to plants and extensions to distributing systems. Intensive development does not require the additions to capital expenditure that are required by extensive development. Intensive development represents greater earning from present investment—and as a means to this end, nothing produces more direct results than the timely use of carefully prepared advertisements, followed up with personal interviews. To the central station company advertising may be made as effective as in any commercial enterprise. Stereotyped, unproductive advertising should be eliminated without loss of time, and the money heretofore wasted in this manner should be invested in such known methods of publicity that will produce satisfactory results.

CHAPTER XII

THE COMMERCIAL INSTINCT

While there is little resemblance between a central station business and that of a mercantile establishment, yet, in the development and up-building of each business the services of a certain class of men become necessary. In the central station business, skilled electrical and mechanical engineers are required to design and construct the plants, and plan and erect transmission and distribution lines—but as a rule, these same engineers know little about marketing the product and selling the service of the central station. The work falls upon the commercial engineer, the sales engineer, the plain salesman or whatever he may be termed—but at any rate, he must be a man who has commercial training with an instinct for finding business, and the sagacity to secure it. Some men innately have the commercial instinct. In some men it may be developed, and with others neither education nor exhortation, neither precept nor example will ever make them realize how to see and how to sell. While it may be true that it is impossible to develop this commercial instinct in some men, it may also be true that other men may be born with an abnormal amount of it. An instance of this may be found in the story of a man who one day rushed into a store and said to the clerk, "Quick, a quarter's worth of carbolic acid!" "This is a hardware store, not a drug store," explained the quickwitted salesman, "but we have a fine line of ropes, revolvers and razors." Again it is possible where in some instances the commercial instinct is developed, that there may be some over-development, along calm and deliberate lines. A certain printing and engraving establishment in Buffalo one day received a notice from one of its customers in the banking business in a middle west town, containing the information that its president had died. The notice was turned over to a clerk with instructions to send a suitable reply. In due course the bank received a letter from the Buffalo establishment which read as follows: "We are greatly pained to learn of the loss sustained by your bank, and extend to you our heartfelt sympathy. We notice that the circular you

sent us, announcing Mr. Brown's death, was lithographed by a Chicago house. We regret that you did not allow us to figure on this job. The next time there is a bereavement in your bank, we shall be glad to quote you on lithographed circulars, and feel confident that we can give you better work at less cost than any other house in the business. Trusting we may soon have an opportunity to quote you prices, we remain with profound sympathy,—" This man's idea of taking advantage of every opportunity may have been carried a little too far, but he certainly had the commercial instinct fully developed.

Cumulative Results

The manager of a utility company knows that the fundamental basis for selling his product is to get the public confidence. The confidence must be mutual between buyer and seller; after that it is only a question of merit—that is, the value of the commodity offered and the ability of the salesman to convince the buyer that he should place an order. In the central station business, the salesman has a wonderful story to tell to the prospects for service. There is a great difference between the results obtained by the salesman for a mercantile establishment and those obtained by the man who sells electric service. For the merchant, when a sale is made, and the money for the goods purchased is paid over, the transaction is closed. But for the electric company the sale of service, be it light, heat or power, the sale of a lamp, a motor or a current-consuming appliance is just the beginning of business —for month after month and year after year, the current-consuming device or its successor, be it lamp, motor or appliance, will continue to produce an income for the company. Consequently, the electrical salesman's work cannot be measured by the day, for it is cumulative, and the results go on forever.

Visualizing Business

The electrical salesman, with the commercial instinct, sees opportunities for business in every direction. To the merchant he points out the advantages of electric light for displaying his goods, for keeping his ceilings and store clean, by an absence of smoke and smut; for reducing the heat in summer, and permitting good air at all times; for improving the decoration of his windows, and keeping them attractive, winter and summer, so that the public may see what he wishes to display. And then the

salesman shows the merchant a score of electrical devices which may be operated to advantage inside his store, to lighten the work of his employes and help him make money. Finally the salesman takes his merchant friend to the door, and points out the location where an electric sign will work for him while he sleeps; how he can burn his name and business into the public mind—and how the electric company will take care of the sign, turn the current on and off at the proper times and relieve him of all responsibility in the matter. The power user has much to learn and to a great extent the salesman with the commercial instinct must be his instructor. The salesman drops into a factory, in connection with his daily work of spreading the gospel of electricity. Probably this factory is in a crowded part of the city where space is valuable and rents are high. What does he see in connection with the operation of the private plant? Probably fifty per cent of the power generated, wasted and dissipated in shafting and belting before the machines commence to operate. Probably ten times as much space given up to engines and boilers, as would hold a complete electrical equipment. Probably twice as much money invested in the power end as there should be, and, consequently, twice as much interest, taxes and insurance and four times as much depreciation continually piling up. He probably finds plenty of noise, dirt, smell and inconvenience, to say nothing of high priced skilled labor to keep the decrepit wheels of his private plant moving. Little by little—by explanation and by exhibition, the salesman can show that electrically driven machinery represents economy of power, by means of direct connected units; that motors occupy little space and may be taken off the floors and stuck on the walls and ceilings; that they cost half the price of other kinds of power equipment; that their maintenance and depreciation is a matter of little consideration; and finally, that they are clean, noiseless, convenient and reliable, and do not require skilled labor to operate them. To the manufacturer who has had constant worry keeping his plant going and his factory running, this story sounds like sweet music in his ears, and the skilled salesman sooner or later gets the order he is after.

Transforming a Home

When the electrical man with the commercial instinct has an opportunity to turn himself loose in the modern home he speaks

with the tongues of men and angels. At every turn he can make a suggestion that will help the customer and benefit his company. There is some electrical device for every room which will lighten labor and ease the strain of daily life. The kitchen has many electric appliances, and other devices for cleaning, polishing and dishwashing. The laundry has the electric washing machine and electric irons, mangles and dryers. The dining room has electric table accessories such as toasters, percolators, tea-urns and chafing dishes; the living room has eye saving electric reading lamps, fans, foot warmers, cigar lighters and motors on the piano and organ. The bedroom has electric heating pads, water bottles and water heaters. The bath room has electric shaving mugs and curling irons—while the work of the vacuum cleaner and other sanitary appliances is in evidence in every direction. In all his work the man with the commercial instinct in selling electric service has no more convincing argument than that of saving time. Electric service saves time, and to save time is to lengthen life. In this age of hurry, time is one of the most valuable assets of the business man and the woman in the home, and a proposition that will save time is one that will invariably receive careful and eager attention.

Diversity of Load

To the man with the commercial instinct, the electric company looks for the up-building of the load factor as well as the load. It is an easy matter to explain the difference between load building and load factor building, but not always easy to tell how to obtain a better load factor when building up the business of a central station company. In most communities evening peak will come without much effort, but not so with day load and early morning load. In order to build up a really good load factor, there must be a great diversity in the classes of service supplied, and for an electric company to attain a really high load factor there must be a great diversity in load, or else relatively large blocks of power must be sold for continuous use. The man with the commercial instinct knows of no class of business that would not be better for using electric service, and by getting all classes into line, and selling the limit each class can consume, he obtains the needed diversity of load and builds up the load factor on his company's system. This can be done only by extensive and intensive development, mainly brought about

through the personal efforts of the man with the commercial instinct, in constantly explaining and demonstrating the undeniable advantages derived from the use of electric service—"To every man according to his necessity—for every man according to his need."

Creating Opportunities

The problem for the central station manager is to develop the commercial instinct in all departments of his organization, and not look for it alone in his new business department or among his salesmen. There is no kind of business that is as susceptible of development through suggestion as that of the electric distributing company. The clerk at the counter receiving an application for service can inquire if the applicant has this appliance or the other and point out where it may be seen and purchased. The cashier or his assistants may easily suggest that the customers making payments look at some new electrical device which may be on exhibition in the office display room. The man who comes in to make a complaint, if properly handled, may go away with a determination to buy some other current consuming apparatus just because its advantages were carefully explained by the clerk who received his complaint. The collector has a splendid opportunity for he talks to scores of customers daily. The trouble man who goes into the home to make repairs has a rich field in which to sow the seed that arouses interest, and develops inquiries for greater service. There are no limits to where suggestions may be made for there is no consumer using so much service that he cannot take some more to his own advantage.

The Personal Element

The man with the commercial instinct fully developed usually knows the value of attention to his personal appearance, and how much depends upon the impression his appearance makes when calling upon prospects. In the central station business, a man representing an important company has a great responsibility for the magnitude and importance of his company is often measured by the appearance of the representative. The man with careless apparel and unshaven face always places himself at a disadvantage, and, of necessity, the company he represents also. The world rarely puts a higher price upon a man than he

places upon himself, and frequently it marks him down from his own estimate. Carelessness, untidiness, and disregard for the conventionalities have relegated many a man to the bargain counter. There are only two kinds of men who can afford to disregard their personal appearance—the very rich man and those without ambition. However, if either of these classes get into the central station business and remain untidy, their careers in that industry would necessarily be short. The successful commercial man also knows the value of courtesy and enthusiasm—in reality it is the greatest factor in his success. With this enthusiasm he will at all times work to convince the people that his company is operating in their interest—and will do everything possible to render the business relations betwen the company and its patrons, pleasant, agreeable and profitable to both. The more people the commercial man can get to think favorably of him and his business, the faster will the business develop and increase. Then, mixed with courtesy and enthusiasm, there is a tremendous asset in a pleasant smile, and the man behind the pleasant smile has a tremendous advantage—

"The thing that goes the farthest towards making life worth while,
That costs the least and does the most, is just a pleasant smile.
It's full of worth and goodness too, with hearty kindness blent,
It's worth a million dollars, and—it doesn't cost a cent."

Recognizing Friends

The central station man with the commercial instinct has one friend for whom he has the highest regard—that is the customer. There are some men in the industry who seem to think the central station business would be simply irresistible, if it were not for the customer. Such men look upon an applicant for service as an objectionable nuisance; a request for information about some electrical appliance as simply a bore, and a desire to pay an electric bill something that should be barely tolerated. Such men, however, are being gradually eliminated, either by the process known as "the survival of the fittest" or by assasination at the hands of irate customers. But the man with the commercial instinct knows that the customer is the best friend he has. This friend patiently listens to wonderful tales of a light that is more fascinating than that which gleamed from Aladdin's lamp —of the marvelous, health-inducing and sanitary heat, and of the mysterious power, which works quietly and effectually in day-

light and darkness. This friend signs all applications for various kinds of service as they are presented to him, orders all sorts of current-consuming devices and appliances to increase his consumption, sits up nights to use more freely the commodity supplied, and at the end of the month, insists upon paying good money for the most intangible product ever sold or distributed. The man with the commercial instinct recognizes that customer as the one thing needful to him and the company, and that the customer should always be treated with such courtesy, deference and tactful politeness that he will think and believe doing buisness with him and the company he represents a real pleasure.

To the engineer, it is a great source of satisfaction to have the honor of aiding substantially in the construction of some immense power plant that harnesses and tames a mountain torrent and delivers its energy in a commercial form in some center of population, maybe a hundred or more miles away. But the satisfaction and pride of the engineer is not greater than that of the man with the commercial instinct who goes out and finds a market for that power. Through his untiring efforts it is advantageously used every hour in the day, thus producing earnings which justify the investment represented in the installation. At the same time, cheerfulness, health, hope and happiness are brought to the many who have been persuaded to accept the magic service of the electric company through whose foresight and enterprise such service has been made possible.

CHAPTER XIII

THE ART OF CONCILIATION

In America, when an editor rejects your manuscript, he does it either with a curt "Declined with thanks," or else sends a printed slip on which he presents his compliments, which you don't want, and regrets he cannot grant you what you do want. But when an editor in a certain oriental country finds that your article or poem or story isn't worth the paper it is written on he sends you a letter like this:

"Illustrious brother of the sun and moon—Behold thy servant prostrate before thy feet. I bow to thee and beg of thy graciousness that I may speak and live. Thy honored manuscript has deigned to cast the light of its countenance upon me. With raptures I have perused it. By the bones of my ancestors, never have I encountered such wit, such pathos, such lofty thought. With fear and trembling I return the writing. Were I to publish the treasure you sent me, the Emperor would order that it should be made the standard, and that none be published except such as equaled it. Knowing literature as I do, and that it would be impossible in ten thousand years to equal what you have done, I send your writing back. Ten thousand times I crave your pardon. Behold my head is at your feet—Do what you will—Your servant's servant—The Editor."

Winning the Public's Confidence

If nothing better could be said about the foregoing letter, it must be acknowledged that the writer had some conception of the Art of Conciliation. The trouble with so many Public Utility employes is, they apparently feel that if brusqueness and abruptness will do the work, why bother about trying conciliation to please? If some interested organization, seeking the truth, were to send broadcast throughout the land this question, "What is the greatest need of the Public Utility Company of today?" the returning answer would be, "The confidence of its patrons in particular and the public in general." There are many phases of

a utility company's business which require more than ordinary attention, and many problems yet to solve, but the ever present problem is how to eliminate the lingering prejudice against such corporations. The responsible heads of companies have little difficulty in obtaining the services of competent engneers to construct and operate a property. There is not such trouble in enlisting the financial aid necessary to develop a property if it is located in a thriving territory with growing population, but there is always a difficulty for even the best intentioned corporation when it comes to the question of winning and holding the confidence and good will of a community. The question is often asked, "Why does this unfortunate condition continue to exist?" The answer to the query points in two directions—external reasons on the one hand and internal causes on the other. It is a far cry down the centuries when we look back two thousand years, but before we analyze present conditions it might be profitable to recall some words uttered twenty centuries ago. At that time there lived in Rome a man named Cicero, one of the wisest men whose words and deeds are recorded in the annals of history. He said on one occasion, "It is difficult to tell how much men's minds are conciliated by a kind manner and gentle speech." He must have known that conciliation precedes and induces confidence. If the art existed in Rome in those early days, maybe it can be revived in this country during the present century and applied in such directions as it will do the most good.

The Origin of Distrust

Looking at the external reasons for distrust of corporations, we find that there is more than one page of earlier corporation history written over with true stories of greed, aggression and disregard of public rights. Turning from the past we find that there is more than one latter day example of short-sightedness,br each of faith and mismanagement; added to this is the ever present yellow journal, with its failing for startling headlines, inveighing against the so-called Trusts. Then there are the mouthings of the professional agitator, and the theories and vagaries of the self-appointed reform politician. We cannot deny that the yellow journal, the agitator and the politician have had some excuse for their utterances, because of the mistakes, indifference and incivility on the part of the management of some utility companies under their observation, and with whom they have had to do business.

Turning to the internal causes of public distrust, it might be well for each company through its officials to make a self-examination. Much regrettable history of corporations, which has left its mark to prejudice on the public mind, is not chargeable to any present day company, but existing companies are responsible for what goes on within their organizations. If the public today does not seem to exhibit complete confidence in all a corporation says and does, perhaps it is not the public that is most to blame.

Development of Regulation

The regulation of public utilities by State Commissions has advanced step by step during recent years, and it is inevitable that every public utility company in the United States will eventually be subject to the immediate control of some Commission responsible to the people. In the main, patrons, consumers, managers, owners and security holders of such properties have been satisfied with the results thus far achieved. Uniform rates have been established, uniform systems of accounting have been put into effect and in some directions uniform methods of operation have been made possible. Some Commissions have very broad powers, and while the distinction between regulation and management is recognized, there is always a possibility that regulation may be extended. If a State Commission has power to dictate what rates shall be charged, what shall be the quality of service and the conditions under which it shall be supplied, then why should it not control the personal treatment which shall be given customers by a public utility through its employes? Are not civility, courtesy and attention as much a part of good service as the rate charged or the voltage delivered? These questions are asked, but such minute supervision is not advocated. However, the trend of the times may bring some surprises in this direction. It would not be an improbable thing for traveling representatives of a Commission to drop into some of the public offices of utility companies, just to learn at first hand how the company treats its patrons across the counters and over the telephones, and through this agency a few company managers might be enlightened about the way their assistants are handling the public. Maybe the trend of the times is pointing to something still more radical. Is it not within the bounds of possibility that some commissions might put a premium upon records of broad public policy and the personal touch in manage-

ments, and a penalty may be imposed where a company's reputation in this regard is below a deisred standard. Such premiums and penalties might be easily provided when rate fixing investigations are under way. All rates are calculated upon a basis to yield a certain net return on the capital invested. An increase of, say, one per cent above the average allowed would be a handsome premium for some companies, and a decrease of one per cent would, in some cases, be a severe penalty.

Incentives to Courtesy

Many officials of companies will say, "Oh, things are altogether different now to what they once were—the public is being well treated." For the present it may be acknowledged that there has been a great improvement in matters of this kind. Managers have sent out correctly worded circular letters with carefully prepared instructions to employes as to how the public must be treated. If instructions given were always carried out, conditions would be ideal. But they are not. Time and again a man may be instructed to be considerate, civil and polite, but he will not unless he so desires. Unless a man has within him the desire to be conciliatory and courteous, there are only two ways to make him at least observe the forms of civility—namely, through incentive or fear. If he has ambition to progress and knows that he must follow instructions to do so, he will likely do his best. If he has the fear of losing his position for disobeying he will likely make a brave attempt to do what is wanted. If a company manager wants really to know how his patrons are dealt with, let him send a representative unknown to employes to his different offices to make such inquiries or complaints as are usually made by patrons or the public, and learn how they are treated or answered. Let the representative call up the offices on the telephone asking for information and learn what replies are given or what delays are met with. Some surprises will be in store for the manager who shows this amount of interest in his business. He will learn that he has some clerks who are wonders in diplomacy, and others who handle customers as if they were material to be "eaten up."

The Nature of Service

It too frequently happens among corporation employes that the words "serve" and "service" are not rightly understood.

The utility company serves the people and consequently the company, its officers and employes are servants. Dignified service is honorable, and in no way degrading, unless the servant himself degrades it. Life is made up of serivce—all are servants in some respects, although perhaps masters in others. The motto on the coat of arms of the heir to the throne of England is, "I serve." The policeman on his beat, the judge on the bench and the governor in the capitol, all serve, and the President of the United States is the greatest servant of all, because he serves all the people.

If a servant in a house should become incivil, inattentive, indifferent or discourteous to his master, would the master be pleased? Would he love that servant and say that he would be delighted to help him to the utmost? No, not likely! The master would probably say to himself, "I will let that fellow go as soon as I can find someone decent to take his place." The relation between the utility company and the public is very similar. The public is the master and the company is the servant. The company exists by virtue of the franchise granted by the public. The public patronizes the company and from the public the company derives its income. The company is the servant and the public is the master. In the very nature of things, the servant must frequently ask the master for more favors—are they granted cheerfully or reluctantly? That depends upon how the servant has pleased the master. Favors asked by companies often look formidable to those who do not understand; but with communities as with individuals, conciliation may be better than logic—they may often be persuaded when they cannot be convinced.

The public is the people, but whom do the people know as the company? Not the bondholders, stockholders, or directors—not the president, secretary or manager—just the employes who transact the company's business with the public. In all truth a company is known and judged by the men it keeps; at any rate, the public knows of no other way to determine whether a company is good, bad or indifferent—no other way to tell whether a company is worthy of confidence or entitled to distrust. If the confidence of the public is the greatest need of the public utility company, then the way to supply what is needed is to conciliate —not one department—but all through the organization; not once in a while, but all the time.

Courtesy Which Convinces

It has now become a habit to lay stress on the word "courtesy" in referring to the relations between a utility company and the public, and it is a good habit. But there are degrees of courtesy —or rather it had better be stated, there is the imitation and the real article. There is the formal courtesy of the lip and manner, and there is the courtesy that flows from the heart. The former freezes and the latter warms—the one is seldom mistaken for the other. In other words, real civility and courtesy must come from within a man and not from without. Stripped of all verbiage, genuine courtesy is the "doing unto others as you would others do unto you." But courtesy is not all that is required to obtain confidence; there must be conciliation. This word expresses a combination of the attributes which compel confidence—namely, consideration, alertness, sympathy, attention and courtesy.

The paramount question is, how to spread the gospel of conciliation among company employes so that they may be permeated with the knowledge of what the word stands for, and its importance to them and the organization of which they are a part. Connected with every up-to-date electric company, there is a New Business Department, and it is a notable fact that the experienced salesmen attached thereto do not require to have the word explained to them. To use a colloquialism, conciliation is the middle name of every successful salesman. They have learned that there can be no success in their work without courteous cheerfulness. They know that conciliation makes friends, and friends make business for the salesman. Now, if the salesman has learned how to spell conciliation, what has kept the cashier, order clerk, and other office employes dealing directly with the public so backward in their lesson? Because the cashier or order clerk is behind a counter in an office, and the customers go to him to do business, is he any better than the salesman who must go out and seek the customer? Is there any reason why an office man should adopt an air of superiority and talk to the customer impatiently, incivilly or condescendingly? There is no reason—but even today there are some office clerks so blind that they cannot or will not see the bad light in which they place the company which is paying their salaries, because of lofty indifference and careless discourtesy to the company's patrons.

Selecting Representatives

The principal points of contact between a company and the public should be guarded by employes who have been carefully selected for the position they have to fill. The manager will find that for the good of his company and its standing with the public, he cannot give too much thought to this important matter. The question of salary should not be allowed to interfere with getting good men for such work—or of keeping good men at it. Employes of the wrong stamp are dear at any price. Men who are forgetful, moody, grouchy or dyspeptic should be kept in the background and only such men as are cheerful, alert and considerate should be in the forefront in whatever place or through whatever medium the company may transact its business with its consumers and the public.

Some men are born with the natural desire to win friends by conciliation—a few men may have this quality developed in them by education, and others could never acquire it by any possible way. Most electric companies hold regular or occasional meetings of their employes, and it is suggested that at these meetings those responsible for proper public relations should give a series of "little lessons on conciliation." Employes might be called upon to demonstrate how customers should be handled under different conditions. At each meeting one department should show by actual demonstration the ideal way of pleasing the public from its standpoint. In their turn those in charge of office work, collection department, sales department, trouble department, service deparment, and telephone exchange should show to others in the company how the work can be done in a manner which will please and make friends. The manager should be on hand to criticize, suggest and point out the value of the right way and the injury resulting from following the wrong way. Such a program would impress employes with the absolute necessity of conciliation, and will produce good results, where circular letters of instruction would not avail.

The Extent of Conciliation

There is an attitude of conciliation which almost every man can assume if he is personally desirous of impressing another to gain a wished-for end. It expresses a desire to please which is clearly visible in the eyes, in the features, in the gestures and in the tone of voice which cannot be misunderstood. This attitude of con-

ciliation is visible not only in personal contact, but may be traced in the wording of letters, and felt in conversations over the telephone. If a man can effectually assume this attitude in personal matters, he surely can also assume it when transacting business for the company which pays for his services. It is the part of the prudent man to conciliate the minds of others and turn them to his own advantage. It is the part of a wise man to conciliate others and turn them to the advantage of the company with which he may be connected and to whom he looks for his future advancement.

Some men think they have done their full duty towards the policy of conciliation if they "meet the customer half way." Some men go a little further and say, "Give the customer the benefit of the doubt," believing that should be sufficient to please and satisfy. But no! perhaps both classes of men have stopped too soon, for in a complaint or controversy, the real attitude of conciliation assumes that "the customer is always right." Before such an attitude, complaints are forgotten, troubles vanish, and opposition fades away. The attitude of conciliation does not mean a loss of self-respect or the relinquishing of any rights. On the contrary, the implied consideration for the feelings and rights of others adds dignity to a position and costs absolutely nothing.

Representatives of a corporation, in its defense, will sometimes state that it is only an aggregation of individuals, and that the corporation should not be blamed for individual transgressions. What is the public but a greater aggregation of individuals who like their individuality recognized?

The corporation whose employes consistently practice the Art of Conciliation when coming in contact with its patrons will realize some day that, having pleased the individuals, it has finally won the much desired confidence of the public.

CHAPTER XIV

SERVICE

In these latter days, any man who possesses the most ordinary capacity for observation has learned that in every kind of business, be it big or little, be it new or old, there is a universal thought in one direction, and that direction points to Service. Many concerns use the word without clearly understanding its meaning, but to them it sounds well and they hope the sound will make a favorable impression. Other businesses are talking service because they feel something is needed to satisfy that vague, indefinable demand their customers are making upon them. A third class, and this includes many public utility companies, is now endeavoring to preach and practice better serivce, because they have learned a little concerning what has been lost in the past, by withholding the real service which they should have given and which their patrons had a right to expect. There is still another class of business men, engaged in various commercial enterprises, who have long supplied a conscientious service, and they will continue to do so because they have learned that service is the secret of success. They well realize that service is progressive, and may be constantly improved, and they are ever striving to do those things that will help their particular service approach perfection.

The keynote of the best thought in modern business is Service First, and as the object of all business enterprise is rightfully profit, the wise man of affairs sooner or later learns that "he profits most who serves best." In a communication addressed to the public in his own city, a western banker recently said: "If I had the world to make over, I would plant in the minds of all men a desire to serve. Service covers a multitude of aims in the business world. It is the big factor in business life. It was the paramount or chief requisite in the Christian dispensation—'He who would be great, let him serve.' He who would achieve pronounced success in business must be strong in service."

There is an idea prevailing in the minds of many that the modern central station company sells light, heat and power, which

are measured by units called kilowatt-hours. Such an idea is a fundamental error—what the central station sells is service. There is a tangible service and an intangible service, and the one is not less important than the other. Every act of every employe in a company, from the trouble boy to the president, from the meter-reader to the chairman of the board, points to one thing, namely—Service. Every directors' meeting, every power plant constructed, every wire suspended, every waterfall harnessed, every generator installed, every transformer hung, every meter set and every gathering of employes for instruction, all mean the effort to supply service. Service does not depend upon the work of one department, but of all departments, and if the work of any department fails, then the service thereby becomes impaired. Service does not depend upon any individual or class individuals, but upon the whole organization, and if the work of any man fails, then the service becomes impaired even in greater proportion than the importance of that man's particular work.

Good service does not mean alone the kind of light supplied—it includes everything relating to the affairs of the company. It does not mean alone the kind of power furnished—it includes the manner in which poles are erected and wires strung; in which streets are opened and pavements relaid. Good service does not mean alone how heat is delivered—it includes the promptness with which customers' wants are met; with which service interrupted is restored, and the attitude and consideration with which every kind of work and every detail is handled. There is the practical side of business and there is the sentimental side, and never before in the history of business has the sentimental side counted for so much. This is the day of big things, great industrial establishments, vast commercial enterprises, and giant engineering undertakings. It is also the day when attention to the so-called "little things" is more essential than ever. What is being done may be important, but how it is being done may be much more important. What is being said may be of interest, but how it is being said may be of wider interest. What has been accomplished may be wonderful, but how it was accomplished may have greater significance. Were these big enterprises put through after giving full consideration to the rights or wishes of the little fellow who may have been affected? Was he consulted, compensated and placated? Was he recognized as an individual and given a hearing? Yes, sometimes he was

considered, but often he was overlooked or ignored. Abraham Lincoln once said that the Lord must have loved the common people—He made so many of them. It is the common people that the central station has most to do with, and, strange as it may seem, the common people are human, and like to be considered as individuals whenever possible. The service which carries with it small attentions, small courtesies, small considerations, habitually practiced alike to the common people and the uncommon people, may result in prosperity to a great corporation—and if omitted, might mean only an imitation success or even a miserable failure.

In order to fully analyze the subject of service, it will be considered from two angles: first, "On What Good Service Depends," and, second, "What Depends on Good Service." To be useful, any analysis must be critical and present facts, even if holding up the mirror may reflect weaknesses in some directions and cast shadows in others. It may be that in the past too much stress has been laid on the side of the tangible service at the expense of the intangible side. Not that the tangible service is to be considered of less importance than formerly, but that the intangible service should have at least equal consideration, and be treated more in detail and less with an impatient wave of the hand, or pushed aside with a mouthful of plausible and meaningless platitudes.

On What Good Service Depends

What is termed "good service" does not depend upon any one item or upon any one branch of the business. The proper delivery of electrical energy depends largely on human energy utilized in the right direction. Good service for a utility company is a composite of the best in the organization, embracing every department and every employe. Human energy means work. A well-known writer has said: "The law of work is, that a certain quantity of work is necessary to produce a certain quantity of good of any kind whatever. If you want knowledge, you must toil for it; if food, you must toil for it; if pleasure, you must toil for it"—to which may be added, if you want to give good service, you must toil for it. Good service is not a theory—it is concrete result, produced only by carefully planned work throughout an entire organization. There are certain component parts of service which will require to be discussed separately, and they will

now be referred to, though not necessarily in order of their importance.

Physical Conditions.—The delivery of electrical energy in the form of a good and sufficient service means endless and untiring effort on the part of those responsible for the generation, transmission and distribution of the tangible element in such service. It goes without saying that there should be an ample supply, close frequency, proper voltage and assured continuity. To be able to meet such ideals, there is an obligation on the central station company to install the best type of equipment and maintain it in the highest condition of efficiency, from the pen-stock on its hydroelectric system and the fuel reservoirs of its steam generating plants to the premises of its consumers. Under the most favorable conditions interruptions will sometimes occur, and at all times and in all parts of a company's system there should be adequate facilities for prompt restoration of service.

Where there is long distance transmission, the same causes which produce "shorts" will frequently interrupt the telephone service, causing serious and often expensive delays. Under such conditions the installation of a wireless system of communication to distant power houses and switching stations may be of great advantage alike to the company and its consumers. Who can properly estimate what an interruption to service may mean to the people whom the representatives of the central station company have educated to use electricity and to rely upon it! When the system of such a company ceases to operate normally, the immediate results are inconvenience, personal and community loss and disaster, and even life itself may be at stake. The bigger the system the greater the consequences to its consumers, when interruptions occur—and the greater the necessity for safeguarding the continuity. Duplicate generating equipment, parallel transmission systems, loop or alternative distribution lines all mean increased investment, but is not some increased investment justified with increased responsibilities to supply an uninterrupted service?

The human element is a most important factor in maintaining continuity and shortening uncontrollable interruptions. Efficient, wide-awake operators in stations and sub-stations, and careful, cool-headed dispatchers can frequently prevent troubles and quickly clear away disturbances. Men of the opposite type can easily muddle a whole system by losing their heads in

an emergency, thereby prolonging interruptions and possibly causing inconvenience and loss to the people of a great city or maybe a territory embracing half a state. Because so much often depends upon the knowledge and discretion of one man, the greatest care should be given to the selection of all operators having charge of important switching centers.

Good service demands that all the plants and physical properties of a company should be kept in such condition that the public in general will be proud that the company is part of the community. Such properties should not only be kept scrupulously clean and conspicuously tidy, but they should be made as attractive as is reasonably possible. A moderate amount of money spent in this direction will usually be found productive of highly pleasing results.

Good service means safe installations and unobtrusive connections on consumers premises, and that care be exercised to see that all work be properly done, and left in a condition pleasing to the eye. The customer should feel that he is relieved by the making available for his use an adequate supply of electricity, when, how and in such amounts as he may require it.

Rate Schedules.—It is the business of the good central station company to cater to the public and anticipate its wishes. Now, if there is one thing a consumer likes to know more than another, it is what his service is costing him and how his bill is figured. For this reason rate schedules of the simplest form are the most desirable. From an engineering standpoint, the so-called scientific schedules, where the rate curve is supposed to follow the cost of service, are interesting, educational and valuable—and such schedules may be used to advantage in handling the larger blocks of lighting, heating and power business. But, for the ordinary man—the smaller consumer—complicated schedules are mystifying and confusing and tend to create the impression that they are framed to conceal the cost rather than to reveal it.

It is well to apply the theory of a scientific schedule to any class of service, and find the results to be obtained—then simplify the schedule to an A, B and C form, filling in the values so that the desired revenue may be secured. This method may not mean that the rate to each consumer willl bear its exact proportion of the cost of service, but by taking the lean with the fat, the same ultimate results may be obtained. And the consumer—the man who pays the bill—will be better pleased. His reasonable

desire will be satisfied—he will be able to check his monthly account, and of his own knowledge will understand whether or not he is getting all he is paying for.

All employes of a central station company who receive applications or sell the service should thoroughly understand the rate schedule. They should know why rates differ for different classes of service. They should be able to point out the various factors which make rates vary; hours of use, quantity, on peak and off peak, seasonal characteristics, load factor and other elements should be intelligently explained when necessary. The average man cannot understand why he should pay a certain rate per kilowatt-hour for his lighting service, and maybe the man next door buys energy off the same wire for one-half the rate, using it at the same time, but under different conditions. Good service means that employes take the time to explain these matters, so that consumers may understand there is no mystery and no attempt at discrimination, and that each consumer should feel the rate schedule under which he is supplied is the most favorable schedule available for his particular class of service.

Meter Reading and Billing.—Every member of a public utility force is valuable to his company only in proportion to his ability to serve the company's consumers. Each employe should have a clear answer to the question, "From the consumer's standpoint, what is the best way to do the work assigned me?" Meter readers and billing clerks do not command the highest pay in a central station organization, but their work demands that there shall be punctuality, accuracy and courtesy, else good service is withheld. Instead of careless boys, the importance of meter reading demands the services of thoughtful men. Regular dates for reading ensure the appearance of uniform and consistent consumption when bills are presented. Accuracy of reading prevents an endless amount of trouble in the bookkeeping, billing and collecting departments as well as irritation to the consumer and loss of prestige to the company. It is easy for a company to lose more in good will than it will save in salaries by using a class of men for meter reading who are either incompetent or do not have a proper appreciation of the importance of their work.

Service Applications.—The patron of an electric company goes to its office because he expects to receive what he wants with celerity and cheerfulness. When an applicant applies for service, then is the great opportunity for the company to be

placed and viewed in the proper light, through a carefully selected and well-trained employe. First impressions are the ones that are most vivid and persistent in an applicant's mind. They influence his entire subsequent ways of thinking. The employe at the application counter should be fully informed as to what the applicant is likely to want. He should have the manner of interest, no matter who the applicant may be. He should welcome questions—what may be a matter of course to the employe may be entirely unfamiliar to the applicant, and his confidence should be encouraged and invited. With such a reception the prospective consumer finds it easy to do business.

Usually when an application for service is received, the connection is wanted at once, or in the very near future. All particulars should be carefully set forth so that if there is to be delay, the reason will be understood. If premises to be supplied require inspection by municipal representative, this should be explained as a possible cause of delay. If there are many prior applications or much work ahead on account of which there may be delays, this, with any other uncontrollable conditions, should be gone over in detail. It is often likely that the prospective consumer makes important business or personal arrangements dependent upon the date he is to receive service, and if the date given by the employe is not kept, serious trouble or inconvenience to the consumer may follow. Promptness in supplying service is essential—but no promises should be made, calculated to please the consumer at the time, which later cannot be lived up to.

When applications for service are received it is fitting time for the creation of an atmosphere that will convince prospective consumers that their money is not all the company wants, nor that the selling of energy is its only desire. On the contrary, it should be made evident that the chief aim is to supply such a service that in every respect and every reasonable way will not only satisfy but please the consumer.

Educational Responsibilities.—The central station company that progresses is the one that gives its consumers a little more—a little better service. The great majority of people have only a vague conception as to what a kilowatt-hour is, and what it can be made to do. It would seem that educating its consumers as to what they may get out of their electric service is thus giving them a little more—a little better service. Perhaps the most practical education to begin with is to instruct consumers regard-

ing the economical use of the service already supplied. A business man using a lighting service does not feel hurt if a representative of the company drops into his establishment and makes practical suggestions as to how more light may be obtained without increased expense. If the merchant is told that the service will be better, if a more scientific distribution were adopted or if lamps of higher efficiency were used or even if present installations were cleaned and dusted, he is not going to be offended.

An industrial plant using power service may be wasting energy every hour of operation. It is good service on the part of the company to point out this waste and at the same time indicate the best means to correct it. Such methods start consumers investigating and thinking electrically. They soon become imbued with the feeling that the company aims to render an economic as well as efficient service. Consequently, when the time comes that a consumer can use more energy, he will use it eagerly and pay for it cheerfully. There should be a continuous campaign of public instruction through every available medium, to show what electric service may do, and the possibilities of its freer and more extended use. Information should be sent broadcast that consumers may have, without charge, the expert advice of the company's illuminating, power and heating engineers; that information on all electrical matters in which the consumer may be interested, will be made available, and that the company's customers and the public have at their command a free consulting service, in the uses of electrical energy.

There is information to be given concerning the economical and efficient use of electric devices and appliances in the home, workshop, office, warehouse, storeroom and industrial plant that would benefit thousands of consumers on any central station system. Good service demands that such information be disseminated, otherwise the company is not living up to its responsibilities. Consumers should be made to feel that the company is a great asset in the business and private affairs of the community and that they are privileged and invited to consult the company on all electrical matters as they would consult their bankers concerning financial matters.

Complaints and Troubles.—To a central station company complaints fulfill the same function as a safety valve does to a steam boiler. They may cause considerable noise when they

blow off—but they protect the service. A company is weak or strong in a community, depending on how complaints are handled. Too many companies have been satisfied in believing continuous service is good service. That is only part of the service, just as a plate of soup may be part of a good dinner, but it takes more than a plate of soup to make a good dinner, and more than the delivery of energy to make a high grade service. The best service yet devised cannot prevent local disturbances, such as transformer difficulties, fuse troubles, lamp burn-outs and appliance breakages. The quality of the service depends upon how these complaints are disposed of. Is the welfare of the consumer the first consideration? Is a thought given to the inconvenience produced by the trouble, and is prompt dispatch used in removing the cause for complaint? If there must be some delay in reaching the trouble, is the consumer notified as to the reason?

Troublemen should not be ordinary men—there should be men of extraordinary worth on trouble duty at all times. The men who go out to look after the troubles in connection with the tangible service can do much to help the company's standing while attending to their duties. A cheerful "Good morning" when they call—a word or two as to what they propose to do—an explanation when the work has been accomplished—a query if there is anything else that needs attention, and a polite "Good day" when departing, will leave an excellent impression of the man and of his company. Under such conditions, an occasional interruption, burn-out or drop in voltage, would not be noticed enough to cause even a comment. Troubles are often reported through what may appear to be irregular channels. They may be told to a collector, to a meter-reader, or to a connection crew, and because these men are part of the company's force, the consumer assumes the report will receive attention. It should be the business of each employe receiving such a report to see that it reaches the department without delay. If this is not done, then there is a distinct neglect of duty on the part of some employe and an injury done to the company that pays his salary.

Complaints about bills and inattention or discourtesy on the part of employes cannot be too carefully handled or too closely investigated. No attempt should be made to stifle complaints or head them off. On the other hand, they should be encouraged, listened to with attention, and the customer should feel that what he complains of is entirely reasonable, and that the company is

thankful for the information and glad of an opportunity to remedy any unsatisfactory condition. What company employes need more than technical knowledge is a deeper human understanding, so that they may endeavor to see this question of service through the customer's eyes rather than through their own. Then the customer will realize the company has a genuine desire to please, and wants his good will quite as much as his money. That is the real attitude—Service First. Under such conditions, business becomes more than business. It becomes more important to please a customer than to take his money—it becomes an adventure in human understanding—and ultimately it cannot fail to become a financial success.

In larger companies, it will be found of great advantage to have an officer who will be known as Service Inspector at the head of a service bureau. Complaints should be grouped into classes, and the causes for each group should be analyzed, with the idea of applying the proper remedy. If the causes are discovered and removed, the complaints should disappear automatically. The Service Inspector should inspect complaint lists, and also the employes handling them. One misfit employe in a complaint department can cause more trouble for a company in one day than an army of men could remedy in a week. A man without a business conscience and a human understanding has no place near a complaint department—the past is full of troubles created by such men. They are fit only for shoveling coal or digging post holes, if they are to remain in the central station business.

A public utility manager cannot always obtain from the inside all he should know about the working of his organization. Now and again the opinion of an experienced outsider will be found valuable. Such a man would be a consultant who would be called in to go over a system as a physician might examine a patient. There are weak spots in nearly all organizations, some of them visible only to the onlooker.

Contacts with Consumers.— The operation of a direct current generator is improved by increasing the area of contact of brushes on the commutator. In a somewhat similar manner, a central station company may improve its service by increasing and enlarging its points of contact with all its consumers. Many managers do not seem to realize the weighty responsibility that rests in the hands of telephone operators, information clerks, meter-readers, collectors, troublemen and other employes who

are constantly meeting the public. Such employes should be carefully dressed, clean, cool, cheerful and contented. Meter-readers and troublemen would serve their purpose better if they wore suitable uniforms—or at least had a distinctive cap and badge. This is a protection to the consumer and often prevents employes being delayed in their work because of lack of credentials.

In meeting the company's customers and the public, no matter in what place, or for what purpose, employes should always have before them the idea that theirs is a personal service. Consumers dislike to be bunched into classes—they like to be considered individually and personally, and any other type of service, no matter how good, falls short of the requirements. Employes need special and constant training with that end in view. It is the personal touch that wins—it is the mechanical method that loses. One hears of "that certain something" which goes with the intangible service and engenders in the heart of the customer a feeling of confidence in the company and its employes, and of good will to the organization. Well, that certain or indefinable something may now be defined—it is the recognition that the consumer is human, that he is an individual, and that he likes personal consideration. It is the personal touch. For this reason, when a customer first receives service, he likes some one to send him a letter thanking him for his patronage and asking if everything in connection with the service is all right. For like reason, when a complaint or trouble has been reported, the consumer likes some one in the company to call him up on the telephone and inquire if everything is now satisfactory. It pleases him to feel that his case was treated as a special. For the same reason, after he has been a customer for some time, he likes to feel that some one in the company is keeping in touch with him, and that he is advised by letter or some other way when a new device or appliance has been brought out which will be helpful to him in his office, warehouse or home.

In large companies, occupying extensive territory, the personal touch is difficult to accomplish, unless there are numerous local offices. Remote control may be satisfactory in handling some kinds of energy, but it is inherently weak when handling a company's customers. It is said that when a Korean gentleman entertains a friend, he designates one of his servants to be in constant attendance on the guest. His particular duty is to

prostrate himself before the guest once every two hours and inquire into the condition of his excellency's stomach. If it were possible for the central station company to supply a special attendant for each consumer, the condition would be ideal, but, of course, such luxury is out of the question. The next best thing is to keep as close to the individual as circumstances will permit. In the various centers of distribution, local offices are essential for good service. Such offices should be well equipped and able to give proper attention to all details which go to make the consumer contented. There should be a responsible head in each of such offices, clothed with ample authority to handle all business pertaining to service, without having to stand off the customer by stating this matter or that must be referred to the head office.

The average customer is not concerned with the detail work of the serving company. To him good service means getting what he wants with a minimum amount of annoyance as far as he is concerned. He makes application for service and regularly pays his bills. Everything between these points should be handled by the various departments so smoothly that the customer does not require to give the matter of his service any more thought. A good servant is never in the way, but always on hand when needed.

In the present day, the attention to personal appearance is absolutely necessary if a man expects to make the most out of life. It is also desirable from the standpoint of a utility company that its employes make a favorable impression at the points of contact. This is not only important because of its influence on the self-respect of the employes, but the world in general has a habit of judging men by their personal appearance, and, of course, of similarly judging the companies they represent. It is safest for men and utility companies always to look their best. Failure or success often depends upon the impression made, and usually it requires only a little more thought to make a good impression.

Courtesy and Conciliation.— Courtesy lends to service what the sparkle lends to the diamond and the fragrance to the rose. No matter what else may be done to ensure good service, it cannot be delivered to the consumers of any utility company unless accompanied by courteous consideration—not because it is good policy to be courteous, but because courtesy is its own reward. There is always time for courtesy and there is never a moment to spare for discourtesy. This applies between man and

man under any circumstances—between employer and employe, between chief and subordinate, and between a corporation and its customers. The greater the man, the greater should be the courtesy; the greater the company, the greater the need for consideration. In a central station company there is an other attribute which may be used with advantage along with courtesy. It is something that is too little considered in connection with business, and yet it helps to emphasize courtesy—it is hospitality. In company offices, too little attention is paid to the reception consumers receive when they call on business. Employes on the outside of the counter, in the show-room or elsewhere should notice visitors when they enter. Consumers should see in the eyes and in the attitude of employes that they are welcome; the atmosphere of hospitality should pervade the office. A little effort in this direction will produce wonderful results.

Conciliation is a friend of courtesy, and means an effort to placate and please those who may be indifferent or antagonistic. Conciliation requires more thought than courtesy, and sometimes means a study of individual necessities. What purports to be an authority on the subject of "How to Win" says—"If you want to win a young fellow, admire his neckties. If you want to win a mature man, ask his advice. If you want to win an old chap, ask him what he eats. To please a young woman, praise her taste in dress. To please a middle-aged women, praise her taste in dress. If you want to please an elderly woman, praise her taste in dress." At any rate, people like to be pleased, and there is a way to please and conciliate everyone. A little experience along with a little desire will point the way in each case. The Chinese have a saying that is worth remembering—"If you bow at all—bow low." Half hearted, grudging or stinted courtesy is a shame, and is soon uncovered. If it is worth while to conciliate, it is worth while doing it with a whole heart. The end and aim of it all is good service, and the winning of good will. Many little drops of water make a mighty ocean. Many tiny grains of sand make a great desert. Likewise that intangible, but invaluable thing called "good will" is the result of thousands of little things, each of which in itself may not seem of great importance, but the total of their influence on the public mind affects public opinion for good or ill.

What Depends on Good Service

There is a feeling of deep satisfaction in the mind of every officer and employe of a utility company, who knows that he is connected with an organization which is giving a good sevice to the public, and that his particular efforts along the lines of efficiency and courtesy have contributed in obtaining the results desired. The real test of worth is service, and to be able to stand the test is a source of inward satisfaction. There is a certain joy in being of service to others—and the man who serves no one else but himself, at best is only a successful failure. But good service brings some tangible rewards which are of unusual importance. The central station company which supplies a service that is of the highest grade, reaps benefits which are of immediate value as well as of lasting advantage.

Increased Earnings.—Good service stimulates business to a high degree. If comsumers feel they are under the protection and care of the company, that the company's first aim is service, then they are going to feel contented. But their contentment will not be of a negative character. They will become enthusiastic, and enthusiasm is contagious. They will use the service freely and unstintingly, and they will welcome additional opportunities to use more. It is easy to do business and increase consumption when there is confidence. When other ways and means open up for a greater use of electric energy, the pleased consumer is not going to hesitate. He will say to the company's representative when a new current consuming appliance is shown him, "If you say I should have it, then send it along. I rely upon you."

It is said the difference between results and consequences is that results are what you expect and consequences are what you get. In the central station business where there is good service, no chances are taken as to the character of the results which will accrue. There will be an ever-increasing number of consumers to serve, and existing consumer will make ever-increasing demands for more service. Such a condition not only means a growing volume of new business each year, but greater earnings from present investment. With greater revenues, there should be greater profits, and again it becomes evident that "He profits most who serves best."

Public Good Will.—It must not be overlooked that in any business it takes two—the server and the served—to produce good service. When a central station company asks its consumers to

assist the company, by means of information, criticisms and suggestions, to improve its service, and when consumers realize that such suggestions are thankfully received and adopted if practicable, then something happens—and that something is that public sentiment is being formed which will be useful to that company later on. The company's right to exist comes from the public, and what the public can confer it can also withdraw. Public sentiment controls the ultimate destiny of every utility company, and the value of the good will of the public cannot be easily measured. A central station company may enjoy a monopoly—but service should always be as high grade under a monopoly as if strenuous competition existed.

Under conditions of constantly improving service, the company can ask nothing reasonable from the public which the public will not cheerfully grant. A new franchise may be needed—rate increases may be necessary—and even tolerance with a restricted service may be asked—and the public, knowing the character of the company and the standing of the men who control its destinies, will say, "It is our company and to our interest that such reasonable requests be granted." To some this may seen an altruistic condition not possible to obtain. But it is possible and entirely practicable. Such a condition cannot be born in a day—but many days of untiring effort to supply the right kind of service, coupled with a constant thought for the necessities, desires and preferences of the individuals, will eventually bring it about. Such a service cannot fail to win and hold the confidence and good will of consumers, who, after all, largely make up that same public which is so often feared and dreaded.

Financial Advantages.—Every public utility company must have money to carry on its business, and no company subject to regulations can finance its requirements out of earnings. Consequently, each company needing money must find a market for its securities, either at home in its own territory, or abroad in the great money markets of the land. In either case, the local standing of a company is closely scrutinized. The scrutiny includes such questions as, "What kind of physical service is supplied?' "How does it stand with the officials of regulating bodies?" "What are its future prospects?' "What can be said about public confidence and good will?" A utility company that supplies good service, including all that the words properly imply, cannot proceed on its career entirely unnoticed. It policies and methods are known to the banker and broker in the money

centers, and through them to individual investors. And locally, such a company is well known to its consumers and the public. It is a natural thing for a pleased consumer to say, "I like the way the Cascade Power Company does business. I'll invest in some of its securities." And he does so when the opportunity offers. The stranger, visiting a community often asks: "What is a good investment hereabouts?" And the local man, proud of his company, tells the story of the high grade management and unexcelled service of the Cascade Power Company. It is not luck that such a company meets with success in disposing of its stocks and bonds. It is because some men have been working for years, with keen eyes and strong purpose—and their object and aim have been "Service First." With such an aim, with such an object, there is no element of chance, for it will follow, as the night the day, that success and profit must eventually be at their command.

Prosperity of Territory Served.—The modern central station company should be the pulsating heart of the territory which it serves, and its distribution lines should be the veins and arteries that supply vigor, energy, and life to the community. Every home, every business, every workshop, and every industry should be dependent on the central station for their service. Does it not seem, therefore, that the electric service should be ideal in every respect? Let it be supposed that the tangible service were completely discontinued for one whole day. The energies of the entire community would then become paralyzed—and where there was action there would be inaction; where there was cheerfulness, there would be despondency; and where there was hope, there would be despair. Why? Because there is nothing available to take the place of such a service if lost. Everything and everybody must mark time until it returns. Under such conditions the electric service can never be too good.

The company which, through its representatives, has pictured the advantages to be derived from the uses of electricity, has invited and solicited business, and has built up a load based upon promises of service, has assumed a tremendous responsibility. The greater the company's responsibility, the greater and better should be the company's service in all its details. If that service fails, either in its tangible or intangible qualities, for any controllable reason, then that utility company becomes a delinquent, and may be branded as unfaithful to its trust. There must be an adequate and liberal service, generous in all its details

and without any semblance of discrimination to the community as a whole, and to each individual in particular. The prosperity of the territory served by any central station company absolutely depends upon the quality of the electric service supplied, and the better the service, and the more advantages it offers, the greater should be the properity.

Unlimited Possibilities.—Just as long as there is a service to be supplied, just so long will there be possibilities for improving service. Service is distinctly progressive. What was good service one year ago, stands a chance of being considered ordinary service today, and what was rated ordinary service a year ago may possibly be considered poor service tomorrow. Through the efforts of thoughtful inventors and energetic engineers, the tangible service has shown constant improvement. The intangible service should also improve, through close study of the needs and preferences of the community, the adoption of advancing methods, and the practice of discernment in considering the personal equation when serving the individual. The aim of the utility company should ever be, not how little may be offered, but how much can be given. Is the question asked, "What are the limitations to good service?" The echoes from past experience, coupled with the call of the future, supply the answer—"There are no limitations." Good service will yet embrace many attributes heretofore omitted, overlooked and for the present undreamed.

Of necessity, all progressive central station men must be students, with many difficulties to ponder and many problems to solve. But the solved problems of today should become the stepping-stones that lead to the greater achievements of tomorrow. With this in mind, the constructive message sent some eighteen hundred year ago to a people called the Philippians, is suggested for thoughtful consideration:

"Whatsoever things are true,
Whatsoever things are honest,
Whatsoever things are just,
Whatsoever things are pure,
Whatsoever things are lovely,
Whatsoever things are of good report;
If there be any virtue,
If there be any praise,
Think on these things."

CHAPTER XV

CUMULATIVE COOPERATION

There are some words in the English language whose original meanings have changed somewhat in the course of time, and it would seem as if the word "cooperation" were one of this class. The modern definition of cooperation is "the act of laboring together with others for a common end."

The Cooperative Society

The pioneer of cooperation in Great Britain and America was a man named Robert Owen, and his type of cooperation bordered on communism. Cooperation has always consisted of two kinds—simple cooperation, when individuals strive to help each other in the same employment, and complex cooperation, when they attempt to do so in different employments. In Robert Owen's time, about one hundred years ago, there were great philanthropic ideas advanced along the lines of community cooperation, many of them meeting with failure, and the best meeting with only a limited success. During the nineteenth century the cooperative society spread to France, Germany and America, but did not take hold in the same manner it did in Britain. In the latter country the most notable and perhaps the most successful experiment was in Rochdale, which has been called "the Mecca of cooperation." There they developed what is termed "cooperation in production and cooperation in distribution," the latter being designed to save profits by cutting out the middle man. In the United States, cooperation of the community type like Rochdale has made little progress. There has been a great development of mutual insurance and building and loan societies, which are examples of cooperative action. Cooperative distribution has attained no marked success, and cooperative production still less. Profit sharing is the nearest approach to this principle in manufacturing concerns. Cooperation in the last century had more or less of a concrete form, but today in the public utility business it is dealt with more in the abstract and

might best be termed "The Cooperative Spirit." The cooperative spirit today does not aim at cutting out any wing of an industry, the middle man or any other man, but rather aims at helping each wing properly to fulfill its particular function.

The Cooperative Spirit

It was Elbert Hubbard who said, "The valuable man in any business, is the man who can and will cooperate with other men. Men succeed only as they utilize the services and ideas of other men." The spirit of cooperation is a vital element in every successful business; it tends to the fullest development of the individual and necessarily of the business as a whole, and fosters a feeling that gives a man a joy in his work. The spirit of cooperation means not only acting or laboring together to a common end, which may be more or less mechanical, but it means putting the soul into the work; all having at heart the one purpose, thinking, planning and dreaming it, as well as working for it, cheerfully and enthusiastically. That is cooperation in its highest form, and there are few businesses and fewer industries that have yet developed the cooperative spirit to such a degree. Yet it is entirely possible to instill this vital force into an organization and to foster and maintain it. It may be termed an intangible force, like personality, on which it depends to a considerable extent. In many organizations in the public utility business, little or no attention has been paid to the development of the spirit of cooperation in the past, and such organizations have suffered in consequence. It is fast becoming a recognized factor in economy —confidence and strength from the standpoint of the progressive management, and of development, opportunity and advancement from that of the thinking employe. In a large organization the spirit of cooperation means team work and something more. It is intangible and yet a real force, as is the college spirit to a university, esprit de corps to a regiment, civic pride to a municipality, and patriotism to a nation.

In applying the term "cumulative cooperation" to the central station industry, the idea is to show the advantages to be derived from "heaping together" the results to be obtained from developing the spirit of cooperation in the various branches, so that the industry as a whole may feel its beneficial effects. It seems advisable to start with the individual employe and first discuss the subject of

Cooperation with One's Self

On the face of it, self cooperation may sound paradoxical. It takes two to make a quarrel, and some may think at least two to practice cooperation. On the other hand, there is a verse in the Bible which reads, "But when thou doest alms, let not thy right hand know what thy left hand doeth." It may be granted that this is metaphorical, but if it is not possible to segregate part of one's self for one purpose, it is surely possible to cooperate with all parts of one's makeup for another purpose. An employe of a utility company may have decided talents along certain lines. He may have the very qualities which are needed for important positions ahead—but he may be handicapped by himself. If he is careless about his personal appearance, if his clothes are untidy, his shoes down at the heel, his collar soiled or his hat dirty, then he is condemning himself in the eyes of others who are observing him. Such indifference is not self cooperation. Again, in the daily round of his work, is he prompt, or is he tardy? Is he at his desk at the appointed hour in the morning, and after lunch is he back at the hour expected? Does he waste the company's time? Does he keep other employes awaiting his appearance in order to transact the company's business? If he does, then he is doing the reverse of cooperating with himself. Others are noting his movements and they won't forget when promotions are under consideration. His company has framed certain rules and regulations for its employes to go by. Does he go by them, or "go-by" them? If the rules are disregarded, then he is not cooperating with himself. Further, in transacting business with the company's patrons, does the employe always treat these patrons with proper consideration? Is his voice gentle, attitude conciliating and his words courteous? If not, then there is a distict absence of self cooperation. Is he doing his best at all times and under all circumstances, in his business and in his home, during his work and at his play? Does he hold that inward desire to do what is right and appear to the greatest advantage? Then, if he does, he has acquired the spirit of self cooperation, a valuable asset on which he will some day realize substantial dividends.

Cooperation Among Employes

To accomplish the greatest possible results, employes as individuals must cooperate with each other. Business without coop-

Welfare work—employes picnic—in California.

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eration is like sound without harmony,—it stunts individual character, strangles ability and exaggerates difficulties. It is a tremendous handicap for men to work under such conditions. Take the volume of business being handled by a force in which lack of harmony is conspicuous—put in the hands of an organization that is working in the right spirit and all the leaks and waste that accompany dicord will at once be converted into savings of time and money. The spirit of cooperation is just as important between the different departments of an organization as it is between the different workers in each department. Each individual and each department has its functions. The manner of doing the work finally means a success or failure of the whole concern. Of what ultimate good to himself or to the organization is a well balanced man in a well run department, if the other members and departments making up the organization cannot or will not cooperate with each other and work for the benefit of all? In the long run, a man is going to get just about what he is entitled to—that is, what he earns. If he works selfishly, which is short-sightedly, and cannot cooperate with his fellow employes, and does not consider the interests of the organization as a whole, he will not go very far. On the other hand, the man who earnestly cooperates with his fellows, works loyally for the good of his company, which is his good also, will find before long that the net results of his work will show for themselves. Such a man is a credit and a profit to an organization—and his future is assured. There never was a time in the history of this country when there was so much industrial unrest and so much vague dissatisfaction among workers. There seems to be a recklessness among wage earners that has no parallel. They need guidance and leadership of the right character more than anything else. One of the chief duties of an executive is to do everything that will help to develop this spirit of loyal, hearty, enthusiastic cooperation, from the heads of departments down to the newest employe, filling the smallest position. It can be done by taking a live personal interest in their welfare, and encouraging them to improve their present conditions and future prospects by cultivating the spirit of cooperation, and getting out of it the inherent benefits which accrue to those who believe in it. Managers of today and some of the future must have the faculty to manage men—which is a more difficult problem than operating a motor or running a generator. The human element in industry

is still larger than the mechanical element, and managers, superintendents, and foremen often lose, or maybe deliberately throw away their largest asset by failing to create and develop that spirit of cooperation, that friendly relationship with subordinates, which makes for the highest success. Organizations and business enterprises seem to grow bigger as the years go by, but personality is also increasing in value. The executive or manager of today, to be successful, must through his personality create a spirit of cooperation and loyalty—not to himself alone, but to the great organization of which he for the time being is the head, and of which his lieutenants are important parts. Such an organization can accomplish anything in reason. A great ironmaster once said, "Take away all our factories and trade, our avenues of transportation, our money, but leave me an organization, and in four years I shall have re-established myself." No man could talk with such assurance if the true spirit of cooperation did not permeate his organization from top to bottom.

Cooperation with the Industry

In what is termed the electrical industry, there are numerous branches each presumably fulfilling its own particular function. This condition does not prevail with other utilities such as water, gas and telephone companies, except to a limited extent. The principal segregations in the electrical industry are, the central station, the manufacturer, the jobber, the dealer and the contractor—each branch has a mission of its own, but all are tied in together—distinct as the billows, yet one as the sea. However, if one branch of the industry does not properly fulfill its function then the work must be done by one or more of the other branches. When the business of distributing electrical energy first started, it was all in the hands of the central station, which was then distributor, manufacturer, contractor, dealer and everything else. As the business developed, the other branches sprang into existence and the central station operators were glad to concentrate on the production and distribution of electrical energy. But where and when the other branches did not keep pace with their growing responsibilities, then the central station had still to perform the functions of the weaker or lagging branches. In some parts of the country there were, and there are today, many dissensions among the various branches of the industry. One branch will claim the other is eating into its business and another

branch will claim that its neighbor is not doing its duty. In some localities conditions were strained to a point of open war. It has been said that before cooperation comes in any line there is always competition pushed to a point that threatens destruction and promises chaos; then to avert ruin, men look for a better way, a plan that conserves and economizes, and this better way is found in cooperation. Some attempts have been made at so-called cooperation, when the plans really spelled coercion. Men were threatened instead of persuaded, and as a natural sequence, such combinations were short-lived and the last state was worse than the first. There is no industry in which cooperation can be made so effectual as in the electrical, but the union must have the real spirit and not the imitation. There is a positive cooperation and a negative cooperation. A farmer was one day driving a team of horses attached to a cultivator, and a stranger stopped to look on. "Your horses work well together," said the stranger. "Yes," replied the farmer, "one is willing to do all the work, and the other is willing to let him." This is a sample of negative cooperation which is not infrequently seen where others are struggling to make the positive or real cooperation a success. Cooperation in the electrical industry should be definite and simple; simple, because it should not involve methods that may be termed experimental, freaky or untried, and definite, because the end to be looked for is a better understanding, through consistent and persistent educational endeavors, between the different branches of the industry, and between the individuals who make up the different branches. No attempts should be made to dictate to any individual or branch of the business what must be done. No one part of the industry should say to one neighbor, "Thou shalt not!" or to another, "You must not!" and no one should be threatened, intimidated or cajoled. On the other hand, every reasonable effort should be made to educate and inform each branch of the industry as to how its own particular business may be more efficiently handled, and a constant effort made to assist each branch more intelligently to understand some of the problems and perplexities of the other branches. Real cooperation is an appeal to the intelligence of the individual rather than an appeal to the old-time prejudices of any group. It should be the crystallization of a desire to have each branch of the business recognize the responsibilities it owes to the other branches of the industry, and

to teach the individual that, after all, he may to some extent be his brother's keeper. Discord in the electrical industry stays development, for there cannot be a canker in one branch without affecting the whole. On the other hand, true cooperation benefits all. The contractor gets more orders on a profitable basis and is able to accumulate capital and extend his business. The work of the contractor means that the dealer sells more supplies and appliances. The dealer looks to the jobber to meet his increased demands. The jobber sends larger requisitions on the manufacturer, and with it all, the central station adds more consumers and sells more electric energy. Such cooperation means harmony and advancement. It brings about cooperative methods for displaying and merchandising, cooperative advertising, and cooperative distribution of educational literature and electrical knowledge. But with it all, there should be modesty and appreciation. In the past the thing that has usually made cooperation successful has been a moderate amount of adversity. Too great prosperity has wrecked many well intentioned cooperative schemes. Prosperity is apt to make men reckless and forgetful of their obligations to others, but in the electrical industry, cooperation, if properly guided, should only be strengthened and cemented by the prosperity of the individuals who are its beneficiaries.

Cooperation with the Community

A mans' value to the community in which he lives lies in his ability to think individually and act collectively. A man connected with a public utility cannot be of proper value to himself and cannot properly advance the interests of the organization with which he is connected unless he cooperates with the community wherein he dwells and has his business connections. In all civic organizations, such as boards of trade, chambers of commerce, merchants' associations and business men's clubs, the live public utility man should be a conspicuous figure. In the construction of the modern automobile, there is the engine, the running gear, and the tonneau. In all civic organizations like those referred to, there are the parts to correspond with the automobile. First, the executive, which represents the motive power and resembles the engine; second, the men who do the work and carry the load, which corresponds with the running gear of the auto; third, the men who are carried along, but who

do nothing but look pleasant. These correspond to the tonneau of the car. Now the public utility man should be a hustler and faithfully represent the progressive character of his business. His standing in the community will usually reflect the standing of his company. In his connection with civic bodies, he should not be one of those who always ride in the tonneau and do nothing. He should be alive and aggressive, and he will learn that both himself and his company will be the gainers by his brushing up against and cooperating with the other men. In local politics, however, the public utility man should not be aggressive, otherwise he may injure his value to his company and maybe impair its standing. The utility man should in all political affairs take no public stand unless in a crisis. Political parties come and go, but the central station business goes on continually. He should hold his own views as a private citizen and vote and act accordingly. Communities need the true spirit of cooperation among their citizens for protection and advancement. Men cannot work together, save for the common good, and active cooperation in local affairs will benefit the individuals and the business interests of those locally established.

Courting Success

The greatest game in the world is success and every man who is a man is playing his cards to win. Success is made up of many attributes and no one element in itself can assure it. The annals of successful men clearly demonstrate that all such men knew the value of cooperation—could cooperate themselves and always picked assistants who understood the meaning of the word. The young man who will commence by cooperating with himself and carry the spirit of cooperation in all his contacts with his fellows, will gradually bind success unto himself "with hoops of steel", and will eventually reap the desired fruits of cumulative cooperation.

CHAPTER XVI

OVER-COMPLACENCY

More than a Century ago a Noted Frenchman Declared.—"Complacency is a coin by the aid of which all the world can, for want of essential means, pay its bills in society. It is necessary, finally, that it may lose nothing of its merits, to associate judgment and prudence with it."

One dictionary defines the word complacency as "tranquil satisfaction of mind and heart" . . .It will be observed therefore that complacency is not necessarily a reprehensible attribute, but it is over-complacency—the complacency without judgment and prudence—that requires attention and frequently correction.

In the public utility business in America during the past two or three years there has been a change of front in some particulars. In the earlier days of the development of the electrical industry and for a long period subsequently the central-station company was compelled to educate, illustrate, demonstrate, advertise and solicit in order to sell electric service. Today with many companies the conditions are entirely changed, and in some instances the motions have been completely reversed. Just at the time when the persistent labor of years was beginning to bear its best fruit, for justifiable reasons, the supply of surplus energy became diminished and in some instances gave out entirely. Applications for service poured in faster than ever before. "Prospects" that once were coy and had to be coaxed even to consider the proposals made seemed to change overnight and became friendly and familiar, and "prospects" that had been almost persuaded to change to electric drive quite suddenly became insistent in their demands and talked of their prior rights, because of offers previously made to them. The managers of power companies, on their part, who once were worried how they could get new business began to worry how they could keep new business from coming in so rapidly.

The Offensive Air of Superiority

Of course, this was considered a temporary condition—one that would last only until additional funds or more power might be available—but it lasted long enough to bring about an undesirable attitude in some directions. Big and little applicants, going into a power company's office in good faith to ask for electric service, were often received by employes and frequently by managers with an air of superiority as much as to say, "Our time has come and you may now await our pleasure." Then, with a "why should we worry?" tone and attitude, the anxious would-be customer was told that all the present supply of power had been sold, that there were three thousand seven hundred and sixty-five applications ahead of his, that he had better get busy and patch up his old plant and apply again for service at a later date, and if the Fates were kind maybe he would get it. Unfavorable comments on the power shortage situation in local papers were allowed to appear without any attention being given to them or the real causes of the embarrassing conditions being stated. No anxiety on the power company's part to explain assist, modify or ameliorate the troubles—just an attitude of exaggerated complacency.

During this period there has accumulated a real danger to the utility company, and a reaction may be brewing that will strike at its very existence or at least impair its standing, usefulness and earning power. The public has a long memory—particularly for real or fancied wrongs—and when the opportune time arrives it will recall the over-complacent attitude of the company's representatives at a period when a little interest, anxiety, courtesy and consideration would have been more acceptable. If the rough edges of some of the spoken words had been trimmed off, it would have left a better feeling—and there would be fewer hurts and scars to be healed later. Too much complacency on the part of employees is irritating to a utility company's customers and also to the public. Persistence in this attitude should likewise be irritating to the responsible executives and managers of the utility company. Complacency is a twin sister of apathy and a near relative of contentment, and contentment often means stagnation. The managers of utility companies are trustees charged with heavy responsibilities—first to the public in connection with the needed service they supply, and second to the security holders, who by their confidence in the enterprise

make the service possible. At no time can a utility company afford to be complacent and remain complacent, and least of all when things appear to be coming its way and it has the semblance of prosperity. Then is the time it needs most of all to ingratiate itself with its customers and intrench itself in public favor. The public may be kept quiescent and even pleased if it obtains what it wants—that is, good service under reasonable conditions—but no company ever accomplished this result through an attitude of complacency. On the contrary, over-complacency at critical times can easily undermine all the good work which may have been done previously and create a condition of antagonism and unrest which will surely hamper the business and ultimately decrease the revenues.

A Word to the District Manager

The "bug" called complacency has another direction of attack which is particularly dangerous to the company. This is through its district managers. The district manager is the head of the organization in his territory and the representative of the company as a whole and all for which it stands. It is his duty to be a big man in the community, just as the company is a big and necessary factor in its business life. For this reason the district manager should be actively interested in all the business and community organizations—political organizations excepted. He should have a place in the chamber of commerce, board of trade, business men's clubs, improvement associations and similar institutions, for they are useful and educational, and all of them more or less affect or are affected by the company's business and interests. Complacency in this direction is dangerous. The desire to let the other fellow do it should be throttled. For the district manager to say he is too busy and cannot keep up with these affairs is only an excuse. He may be busy doing less important work which might be done just as well by assistants. His duty is to know all that is taking place in his district. Perhaps he is sometimes weary and would like to stay home. It takes a mighty conscientious man to tell the difference between when he is tired and when he is just lazy. Over-complacency is liable to make a man think he's tired when he's only looking for an excuse to sit down and rest. Interest and anxiety to miss nothing are good antidotes for laziness, and these go with the brand of complacency that is associated with judgment and

prudence. Most men want advancement and prosperity—that's the incentive that beckons through the daily grind of work. A man must go after what he wants, and what he doesn't want will come after him. Complacency is a finely disguised enemy of ambition—but an enemy just the same.

Complacency in Complaint Department

If there is one place more than another where a central-station company cannot afford to be complacent, it is in the complaint department. This observation applies not only to the manner in which complaints are received but also to the way in which care is taken of them. If there were less complacency in some directions, many complaints could be averted. Sometimes the operating department knows of conditions where lines or transformers are overloaded, where voltages may be low or interruptions may occur; but those in charge "take a chance" about the service, and it goes without saying that complaints usually follow. Sometimes fuses blow out, lamps burn out and appliances get out of order because of unnecessarily high voltage. Some one in authority has said, "Never mind; we'll try it out." Again complaints pour in and consumers are inconvenienced, just because there has been too much complacency. Bills sent out for monthly consumption are not always clear and readily comprehended, and the consumer complains because he does not understand the calculation or thinks he is overcharged. This is indicative of too much complacency in the bookkeeping department. A collector is sometimes known to be a "grouch," or perhaps he is only temperamental, but at any rate customers complain about the treatment received. Some one is to blame, and probably it is that collector's chief who is too complacent about his work and takes a chance with the grouchy employee.

It is better to avert complaints if possible, but if they exist, the reporting of them should be welcomed. In the first place it gives the company a chance to remedy wrong conditions and to improve the service, and in the next place it creates an opportunity to make real friends. Nothing will please a patron more than to have his complaint received with polite consideration and to have the trouble remedied promptly. He is not only pleased but often he feels flattered that he, one of the thousands of customers, by simply saying a word to a clerk in the company's office or over the telephone should start something which pro-

duces quick action and desired results. He talks it over with his wife, and tells his neighbors about the splendid service furnished and how the big company had given his complaint special consideration. There is a fitting time for the company to play its trump card in connection with each complaint filed. After the complaint has been courteously recorded and passed on to the trouble department for prompt action—and after everything is supposed to have received attention—some one in the office, preferably a girl with a pleasing voice, should call the complaining customer on the telephone and inquire if everything is now satisfactory. If something yet remains to be done, it can be reported and cared for, and if everything is as it should be, the office knows it. But in either case the consumer is more than pleased, because his individuality is recognized and he feels that he counts for something.

It is not altogether improbable that some day the public utility commissions will measure the standing of a central-station company by the character and quantity of complaints received and the manner in which such complaints are disposed of. When complaints are at a minimum, the indications are that service is supplied at a high standard, and when complaints are many and poorly handled, then something must be wrong, and some one is to blame. At any rate, in some way the commission will find out what is wrong, if the company managers don't, and the trouble will be found to be over-complacency on the part of some one who is likely a square peg in a round hole. If absence of complaints is to be one measure of good service and the proper reception and care of complaints is to be another, then some company organizations had better be reorganized. Complacency and good service have never yet traveled together and met with success. One of them must be sacrificed—and it is up to the district manager to indicate which.

Personal Appearance and Complacency

There is one other brand of complacency that is a menace to the district manager and all his assistants. It is an individual matter—sometimes even considered a delicate subject—and that is complacency regarding personal appearance. A sore cannot be cured by covering it up; it must be open to the sunlight and air. There is no use sidestepping this subject as it is important alike to the individual and the company. Some one

Exterior and interior of electric home.

(*Facing page* 138)

once said that "a man may be known by the company that keeps him." As far as it goes the expression is all right, but it might well be paralleled by saying that "a company is known by the men it keeps—and that is the only way it is known." If such is the case, does each company employee, each man who is regularly seen and known as a company representative, do his part by watching his personal appearance and safeguarding the impression he creates? The answer is no. There are men in the district-manager class who set very poor examples to those under them. Then down the line there are men who ought to know better who are hurting themselves and hurting the company by their complacency as to their personal appearance. Unshaven faces are unpardonable of men whose work requires them to meet the company's customers in any capacity. In some parts of the world where conventionalities are more closely observed a man who had to meet the public for a business organization would lose his position if he appeared for a day's work with an unshaven face. Clothes don't have to be new, but a little pride and effort will keep them clean. If a collar is supposed to be white, then it should be white as the snow on the mountain tops. If shoes are supposed to be black, then they should be as black and shiny as the face of a native in Central Africa. If a man is going to apply for a position, he usually endeavors to create a favorable impression by making a good appearance. He should be just as particular after he gets a position as he was when seeking it. Sometimes employees a little bit down the line think they are not observed and that their full value is not appreciated. If such employees only knew how much they are observed, their worries in that direction would soon cease. Some wonder why one man is sent up and another remains down. There is always a reason for promoting one man and passing by another. Sometimes the reason for staying down is too much complacency—too much self-satisfaction and not enough mental and physical activity. The well-managed utility company is jealous of its reputation and jealous of the reputation it makes through its representatives. Personal appearance is not everything, but it means a great deal, and each employee owes it to the company as well as to himself to give close attention to the impression he is making in this direction and see if he can improve it. If he is in doubt, let him ask some one who will tell him the truth. A writer has said: "Man was made for growth. It is the object,

the explanation, of his being. To have an ambition, to grow larger and broader every day, to push the horizon of ignorance a little further away, to become a little richer in knowledge, a little wiser and more of a man—that is an ambition worth while." To reach out toward these ideals might well be the desire of every public utility employee. As he progresses, he will be of greater value to himself and of greater usefulness to the company he represents; but if his ambition becomes stimulated and he has his eyes glued to the upper rounds of the ladder of success, he will have said goodby to complacency until such time as he reaches his desired goal.

CHAPTER XVII

I THANK YOU

There is a story told of a young man who was what might be termed a strenuous lover. On one occasion, when embracing his sweetheart, he fancied he heard something that sounded like a gasp. "Am I holding you too tight?" he queried. "No," was the young lady's reply, "all I ask is that you leave breath enough to say 'I thank you.'" Whatever else may be said, there is no doubt but this lady understood a fundamental principle, namely, that the best protection for present joys and the best assurance for the fulfillment of hopes for the future, is a thankful appreciation for past favors.

Now let us suppose you are an employe of a public service corporation, possibly not very long in the business. You may have come to the company from the ranks of prejudice and hostility toward corporations in general, and all concerned with them. But, doubtless, you have personal ambitions—you desire to increase your usefulness to the company, and you are striving to be recognized by the management of the corporation. If you are in this class, if you desire to reach the goal of you ambition in as little time as possible—in short, if you want to hold a trump card in playing the great game of success—then here is a message for you. Learn to retain breath enough, at all fitting times to say "I thank you." Some man of a mercenary mind once said that the four sweetest words in the English language are "Enclosed please find check." Be that as it may, sweetness does not draw all the prizes in life, and other attributes may be considered with advantage. After all, the envied man is the man who possesses personal power. The power to disarm prejudice and to dispel opposition. The power to win friends and to draw business. Find such a man and he will tell you that the three most potential words in the English language are "I thank you." If it is checks a man wants, then the checks will come more frequently and their amounts will be greater if "I thank you" is never overlooked. If it is ultimate promotion to a high position

an employe seeks, then one of the surest ways to draw the attention of the superiors and create a favorable impression is to thoroughly understand the potentiality of the words "I thank you."

Most men know there is a proper time for everything, and the proper time to commence saying "I thank you" is not next year or next week, but now and at once.

> Look to this day:—
> For yesterday is only a dream
> And tomorrow only a vision."

Join the Thank You Club

An editorial writer, in a recent issue of a daily paper, published an article under the caption "The Thank You Club," which writing indicated that he realized some men and women were daily missing great opportunities. He said in part: "Its great, the Thank You Club. No initiation, no dues, no long-drawn-out meetings, and no reports. Anyone can join, and so small a number as two makes a quorum to do business. No stated meetings, and no stipulated place of meeting. Anybody can start a Thank You Club. Beats Overall Clubs all to pieces, lasts longer, does more good and spreads sunshine. One carries the by-laws around in his head. The password is 'Thank you.' And that's all there is to the whole book of rules. That's all it means—the Thank You Club—just a 'Thank you' for the little services performed daily as well as the big ones. A 'Thank you' is more appreciated by many people than a tip, which by some may be considered an insult. Start a club some morning—watch your club grow—good ideas spread. Try the club for one day. It may make you a life member—and the 'Thank you's will increase and radiate like ripples from a stone thrown into a mill-pond."

The modern public utility organization is much like a great machine, and its employes are the cogs in the wheels which grind out the daily round of usefulness. But one must stop right there in the simile as to a machine. A machine itself has no thinking power and no initiative. A man or woman should possess both judgment and discernment and be capable of independent thought and action. Upon the proper use of these qualities

depends the degree of ultimate success obtained. The prosperity of a utility company hinges upon the kind of men who handle the details of its business. Do these men work together harmoniously and efficiently? Does the company as an organization, endeavor to please its patrons and satisfy the public? Let us assume they do. Then there will be in evidence a spirit of courtesy and consideration between man and man, and between the company and its customers. The more respect and considertion fellow employes have for one another, the greater will be the amount of kindly courtesy exhibited in daily intercourse. And the more a utility company aims to please its consumers, the greater amount of public confidence and good will it must enjoy. The outward and visible sign, in all this intercourse of a pleasing character, is the frequent and consistent use of the words "I thank you," when prompted by the right spirit.

It is quite possible some may query what is the proper time and place to say "Thank you," and to whom shall it be said? A little practice will soon clear up all doubts in this regard. Some people may be surprised at first to hear the words addressed to them, but they will not be shocked. The words become sweet music to the ears of him who gives and him who takes. The time? Any time—in personal intercourse, over the telephone or through correspondence. The place? Any place—where an opportunity is given to recognize the existence and assistence of another. The one? Any one—whoever does you a small favor or a big one; anyone who serves you, either in a special manner or along the lines of regular routine. "Thank you" is rarely out of place and almost always welcome.

Many individuals say "I thank you" because the words express their feelings, and they like to use them. Some people feel "I thank you," but leave the feeling to be understood. Others there are who do not know the "I thank you" feeling and rarely use the words. But the "I thank you" gospel may be spread if it is consistently promulgated. Ideas are like nails—the oftener you hit them, the deeper they sink. Those who believe in the "I thank you" policy, need not be discouraged if success does not immediately crown their efforts to convince others of its value. The idea will eventually sink in through persuasion, conviction or self-interest, if the hammering is kept up.

Thankfulness a Duty

There is another angle of the "I thank you" idea, which is not along the lines of policy or self-interest. It is that each of us owes a debt of courtesy and politeness to our fellow men with whom we come in contact. Shakespeare has said, "Thanks to men of noble mind is honorable meed." We have no more right to be discourteous or impolite to our neighbor at home, our fellow employe, or those with whom we come in daily contact, than we have the right to hold a gun at their heads and forcibly rob them. On the other hand, if one finds it necessary to commit robbery, the average man is liable to forgive the robber, if he does his unpleasant task in a polite manner and says "I thank you," when finished.

The fixed star of ambition is the eternal guide which beckons men on to the goal of success. Its light flashes from the desired haven of ease, comfort and affluence. The lives of successful men illuminate the pathway for those who seek the guiding light of experience. All successful men have not reached the goal through the same attributes or by the same means. But all signs point to the quickening power of courtesy and politeness. History demonstrates that most men who have climbed highest, learned when their feet were yet on the lowest rounds of the ladder, of a marvelous compelling power, whose use had an irresistible effect. The marvel was its simplicity, for this mysterious power was tied up in the use of the three words, "I thank you."

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